# 180 Question Mock Exam - Results

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### Attempt 2

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180 all 160 correct 20 incorrect 0 skipped 9 marked

Collapse all questions



### Overall explanation

Your answer is correct

Check the deliverable for quality requirements

Once a deliverable is complete in the process of direct and manage project work, the next process would be to control quality; the deliverable should be checked for quality requirements so it can be accepted by a customer or sponsor. The project should not be closed until the deliverable has been accepted. There is no need to have the project team review the deliverable since they have deemed it completed and handed it to the project manager.

Yo	uestion 2 Correct ou are having an issue with the software crashing consistently on the project. What should you use to ident e cause of this issue and the effect it may have on your project?
0	Flowchart
0	Continuous improvement
0	Histogram
You	ur answer is correct Ishikawa Diagram
Ishi a pa	erall explanation  kawa diagrams, or cause-and-effect diagrams, are used to identify probable causes and sub-causes of articular problem. A histogram is a bar chart and a flowchart is used to represent a process graphically. Intinuous improvement is a theory that is used to continuously improve a product over its life cycle.
Th wit	uestion 3 Correct  The product owner has added three new changes to the product backlog. The agile project manager has ment that the team and they have decided immediately how to implement these new changes, although these anges will be implemented until three iterations from now. The product owner informs the agile project
ma	anager that he is not happy about this. What should the agile project manager do?

Inform the product owner of the potential risk of each change
Your answer is correct  Tell the team they should not have committed to doing these changes until they were ready to implement them
Ask the team members to implement the change right away
Overall explanation  One of the core principles of agile is to defer decisions. This means not making decisions about potential changes or features until the very last minute.
Question 4 Correct The project manager and sponsor are consulting with banks and other lending institutions in order to obtain funds for the project. What process describes these actions?
Determine project financing
O Plan cost management
Your answer is correct   ✓ Determine budget
O Develop project charter

The determine budget process is where the tool of financing is used to seek funding for the project. Develop project charter is used to get the project authorized. Plan cost management is used to create the cost management plan. Determine project financing is a made-up process.

Question 5 Correct	^
The project manager is working on a project for which the scope, time, and cost are known during the early parts of the project planning. What life cycle will the project manager consider on this project?	
○ Straightforward life cycle	
○ <i>PMBOK</i> life cycle	
○ Iterative life cycle	
Your answer is correct  Predictive life cycle	

# Overall explanation

A predictive life cycle is used when the scope, time, and cost are mostly determined in the early phases of the project. In this life cycle, changes to the scope must be managed correctly; if not, there may be scope creep. In an iterative life cycle, the scope is generally known in the early parts of the project, but the cost is updated as the project progresses.

# Question 6 Correct

The project has managed to build about half of the deliverables needed to complete the project. The project has spent \$50,000 on materials and labor. This money that has already been spent is generally referred to as

	at?
0	Spent cost
You	r answer is correct
•	Sunk cost
0	Project budget
0	Opportunity cost
Sunl base	rall explanation  cost is the money that has already been spent on the project. The project budget includes the cost eline and the management reserves. Opportunity cost is the cost of all lost opportunities when cting a project. Spent cost is a made-up term.
	estion 7 Correct at is the main difference between the product scope and the project scope?
You	The product scope describes the features and functionality of a product, whereas the project scope describes how to get the features and functionality from the product.

The project scope describes the features and functionality of the product, whereas the product scope describes how to get the features and functionality from the product.
The project manager plans product scope, and the project team plans the project scope.
Overall explanation  The product scope describes the features and functionality of the product, whereas the project scope describes how to get the features and functionality from that product.
Question 8 Correct ^
While managing the project team the agile project manager is having a very difficult time understanding why team members are always frustrated when communicating with him. What critical soft skills does this project manager lack?
<ul> <li>○ Active listening</li> </ul>
○ Facilitation
Your answer is correct
○ Negotiation
Overall explanation

Emotional intelligence is defined as the ability to identify, assess, and influence emotions of ourselves and others around us.

# Question 9 Correct

While working on a large utility project for a major metropolitan area, the project manager has noticed that there is no change control board to approve changes for the project. What would be the best step for the project manager to take in this scenario?

Your answer is correct

- Establish a change control board for the project
- Ask the project sponsor to approve or deny the changes
  - Approve the changes himself
- O Approve the changes himself with the help of the project team

### Overall explanation

Since this is a large project that will affect a large population, it would be best to establish a change control board for the project to have the changes reviewed and approved. On a very small project, the project manager may ask the sponsor to approve or deny changes. The project manager's main job is to document and assess changes to the project.

### Question 10 Correct

The project team is having a very difficult time deciding what method they should use when programming the new functions in the application. They can choose between four different methods, and the team is evenly split regarding which method to choose. The project manager has decided that he will choose the method for them

and will take the responsibility in case it is not the best way to program functions. What best describes this technique?
Your answer is correct  Autocratic
○ Voting
Multi-criteria decision
○ Leadership
Overall explanation  In autocratic decision making, an individual makes the decision for the team and takes responsibility for the decision. Voting is when the team votes on a potential decision, and multi-criteria decision is when different criteria are used to evaluate a decision. Leadership refers to skills for managing the team.
Question 11 Correct  Your company has decided to roll out a new Wi-Fi network for the staff. The sponsor has informed you that encryption on the network is mandatory. Where will the project manager document that the encryption was mandated by the sponsor?
Project scope statement
○ Scope Baseline

Requirements documentation
Your answer is correct       Requirements traceability Matrix
Overall explanation  The requirements traceability matrix will trace the requirements back to their origins. The project scope statement, scope baseline, and requirements documentation will not include where requirements came from.
Question 12 Correct While working with the system administrator, the project manager identifies many different types of resource required for the project to be completed successfully. The project manager classifies them as HR, material, equipment, and consumable resources. Where can the project manager best document these resources?
Resource register
Your answer is correct
Resource requirements
Resource category matrix
Overall explanation

The resource breakdown structure is a breakdown of the resources by categories or types. The resource requirements describe all the resources needed to complete an activity. The resource register and resource category matrix are made-up terms.

# Question 13 Correct A project manager has just taken over an agile project that is about 50% complete. The project manager is currently reviewing the product backlog and notices the requirements are not in an order he understands. How is the product backlog prioritized? Your answer is correct By value By regulation By cost

### Overall explanation

The product backlog is prioritized by the product owner based on value. The requirements with the most value will be at the top of the list and will be completed in the next iteration.

# Question 14 Correct

While managing a product development project, the project manager met with the team to determine some of the key tasks that will ensure they produce a high-quality product. What should they consider the most important concept in quality?

Cost of quality only includes the inspection cost
Ouality is about more inspection than prevention
Your answer is correct
Quality is about prevention
High-grade is more important than high-quality
Overall explanation  Quality management is about preventing defects from getting into the hands of the customers. It's more important to have high quality than high grade. More prevention will lead to less inspection. The cost of quality includes all prevention and inspection costs.
✓ Question 15 Correct
While working on an agile project, the project manager met with the project team members to discuss what they did the day before and what they plan to do today. What is the name of this meeting?
Project review meeting
Your answer is correct
Daily stand-up meeting
Sprint review meeting

○ Sprint planning meeting
Overall explanation
A daily stand-up meeting is done on a daily basis to answer 3 questions:
What have you done since yesterday?
What will you do today?
Are there any roadblocks?
A sprint planning meeting is done to determine what work will be done in a sprint. A sprint review is where the customers review the work that was done in the sprint. There is no such meeting as a project review meeting.
Question 16 Correct
The project manager is having a very difficult time collecting the requirements from the customers. The customers are having a difficult time putting the requirements into logical groupings. What tool can best help them group the requirements?
○ Prototype
Requirements Documentation
<ul><li>Decomposition</li></ul>
Your answer is correct
Overall explanation

An affinity diagram is used to group large numbers of ideas to be analyzed. A prototype is a functional model of a product given to customers for their feedback. Decomposition is a tool used to break work down into more detailed activities. The requirements documentation would be the output of the process of collect requirements, not a tool.

Question 17 Correct
You're currently working on a large new building development project. The project team is currently breaking down the deliverables listed in the project scope statement into work that is more manageable. What process best describes this scenario?
Your answer is correct
O Define WBS
O Define scope
O Define activities

### Overall explanation

During the create WBS process, the project team will use the decomposition tool to break down the project deliverables into work packages. These work packages will then be used to help estimate the time and cost of the project. Define activities is the process of decomposing the work packages into activities, not the deliverables. Define scope is used to create the scope statement which will have a list of the deliverables. Define WBS is not a process.

Question 18 Correct

Which technique should the agile team use to list the reasons for why a particular process was failing during iteration?
○ Check-in analysis
Your answer is correct  Fishbone analysis
○ SMART goals
○ Short subjects
Overall explanation  A Fishbone analysis is done during the generate insight step in a retrospective to show the reasons for why something failed.
Question 19 Correct  The project team is currently having disagreements about the program and methods they would use to implement a few of the features in the product backlog. What role should the agile project manager take duthis scenario?
Remind them that the resolution can only be approved by the agile project manager
Your answer is correct  ✓ Coach them to a resolution

Delegate tasks to find a resolution
O Direct them to a resolution
Overall explanation  During the storming phase of the Tuckman's letter, the agile project manager should be coaching the team to support constructive disagreement. Let the team find the best methods to resolve their issues.
Ouestion 20 Correct  The project team has completed a bidder conference for the office renovation project. Over 15 different construction companies came to the conference. Directly after the conference, all the companies submitted their bids immediately. What is the next step the project team should take?
○ Update the scope baseline
Rewrite the statement of work
Your answer is correct  Select the seller
○ Update the agreement
Overall explanation  A bidder conference is a tool used for conduct procurement, and the output of this process is to select the

seller and receive an agreement. Rewriting the scope statement or updating the scope baseline may come

after you have selected the seller.
✓ Question 21 Correct While building the agile space for new agile team, which of the following tools should the project manager ensure is available to all of them?
Private offices with virtual meeting software
A network enabled project management software
Your answer is correct  A whiteboard
A big screen monitor with the latest Kanban software
Overall explanation  The use of high-touch low-tech tools, such as a whiteboard, is vital in an agile environment to ensure collaboration and engagement of all team members.
Question 22 Correct  A project manager working in a large multinational corporation has been assigned to upgrade the company's website. This project will require inputs for many functional managers across the organization from different countries. Each functional manager would like one of their representatives to be present on the project team. What would be the best tool or technique for handling this scenario in a cost-effective way?
Requesting a meeting with all functional managers in one location

Your answer is correct
Using virtual teams
○ Using collocation
Visiting each functional manager to collect their requirements in person
Overall explanation
Virtual teams are used in the acquire resources process. Virtual teams are a cost-effective way to build
multinational teams. Collocation is when you bring everyone into a single space to accomplish work.  Although this may sound like a good solution, it is not cost-effective to have everyone fly to one location. If
you were to visit each functional manager, this would not solve the problem of having the functional
managers' representatives on your project.
① Question 23 Incorrect
The deliverables for the office relocation project were accepted by the company stakeholders, and all office
staff were very happy with the work of the movers. The office manager requested the project be closed immediately due to year-end budgetary closeouts. The movers filed a claim for an additional \$300 for moving a
copier that was not part of the plan. What should the project manager do next?
Your answer is incorrect
$\otimes$ Close the project immediately and update the accounting department to pay the claim.
Close the project immediately and inform the office manager.
Correct answer

Keep the project open and inform claims administration.
Keep the project open and pay the claim.
Overall explanation  A project can only be closed once all claims have been settled. Claims should be sent to claims administration, where negotiation would be the preferred way to resolve them.
✓ Question 24 Correct While building an agile space, the project manager would like to implement a tool that will allow the team to keep track of the flow of work while limiting the work in progress. What tool best meets these requirements?
○ Whiteboard
O Burndown charts
○ Gantt chart
Your answer is correct   Kanban development
Overall explanation  Kanban development involves the use of a signboard that is used to help track the work in progress and limit the work in progress.

Question 25 Correct	^
	e project team has identified a specific set of performance
·	eet when it is complete. The measurement looks at how fast the phone
can boot up and now last it can shut dov	vn. Where should the project team document these measurements?
Quality management plan	
Quality checklist	
<b>,</b>	
Your answer is correct	
Quality metrics	
Requirements traceability Matrix	
Overall explanation	
	project deliverables. The quality checklist will inform the project
	e project deliverables. The quality management plan will outline the as manage quality and control quality. The requirements
traceability matrix will track the requirement	
✓ Question 26 Correct	^
You are currently managing a business n	process reengineering project and have identified all the risks that can
	he risks in order from most impact to least impact on the project. What
is the best process for doing so?	
Perform quantitative risk analysis	
Perform quantitative risk analysis	

Your answer is correct  Perform qualitative risk analysis
O Rank Risk
O Plan risk response
Overall explanation  Perform qualitative risk analysis is a process used to rank risks according to probability and/or impact.  Perform quantitative analysis is done in order to assign values to the risk. Plan risk response describes the strategies that would be used if a risk were to materialize. Rank risks is not a valid process.
Question 27 Correct The project sponsors have informed the project manager that they would like to be included in the weekly meetings along with the team members. What should the project manager update to include the sponsors in the weekly meetings?
○ Scope management plan
Your answer is correct  Communication management plan
Risk management plan
Project communications

The communication management plan outlines who will be receiving what type of communications, how often they will receive them, and who will provide them. The project manager should update this plan to specify who will be attending the weekly meetings. The scope and risk management plans do not contain any information about project meetings. Project communications refer to actually communicating on a project.

# Question 28 Correct A project manager decided to assign each team member on a project to no more than one activity at a time. This way, the team doesn't get burned out and can work at a steady pace. The schedule may increase due to this policy, which is okay with the sponsor. What technique best describes this action? Resource crashing Resource movement Resource equalization Your answer is correct Resource leveling

# Overall explanation

Resource leveling is done when resources on a project are over-allocated; it removes resources that are working on two activities at the same time.

✓ Question 29 Correct

While working on a project with a budget of \$5,000, the project manager determines that the earned value on the project so far is \$1,750. So far, the project team has spent \$2,900. What should the project manager report as the status of the budget?
The project is over budget by 60%.
○ The project is under budget by 40%.
○ The project is under budget by 60%.
Your answer is correct  ✓ The project is over budget by 40%.
Overall explanation  In this situation, you would need to find out the CPI of the project, which is EV/AC. That would equal 1750/2900 = .6. A CPI of .6 indicates that the project is 40% over budget. Remember that if the CPI is 1, then the project is on budget. Anything under 1 represents being over budget, and anything over 1 represents being under budget.
✓ Question 30 Correct While developing complex software for an organization, the project team creates a computer-generated model of what it will look like when it is done. This model is given to the customers for their feedback. What best describes this model?
○ Screenshots
○ Data analysis

O Data representation
Your answer is correct
Overall explanation  A prototype is generally a mock-up or functional product that is given to the customers for feedback. Data representation and data analysis are tools used to analyze data and present them in various forms, such as graphs or charts. Screenshots are pictures taken from a screen of an application, not a model of how the application will work.
Question 31 Correct The agile project team has decided to do one of the features from the product backlog. The single feature will take six weeks to complete and will be reviewed by the customer. What actions should the agile project manager take next?
Your answer is correct  Informed the team six weeks is too long and they will need to decomposed that feature into smaller increments
Inform the customers of the six weeks duration
Arrange the workspace for the team members to get started
Inform the team they need to conduct the daily standup meetings

In agile, iterations should be no more than one to four weeks. Features that take longer than should be decomposed into smaller features that can be completed within one to four weeks.

Question 32 Correct	^
After many years of following the agile principles the project team has implemented a few new methods in addition to the agile methods in order to increase the efficiency of the project. This will be known as?	
Process analysis	
○ Non-agile processes	
─ Hybrid processes	
Your answer is correct       Process tailoring	
	After many years of following the agile principles the project team has implemented a few new methods in addition to the agile methods in order to increase the efficiency of the project. This will be known as?  Process analysis  Non-agile processes  Hybrid processes  Your answer is correct

### Overall explanation

Process tailoring is done to amend the agile methodology to better fit the project environment.

### Question 33 Correct

While working on a network upgrade project, a team member installed the network connection and is now configuring the router in order to work with the network connection. The network connection must be done before the router can be configured. This is an example of what kind of dependency?

O Discretionary dependency
Your answer is correct  Mandatory dependency
○ Internal dependency
External dependency
Overall explanation  Mandatory dependency is when activities must be done in a certain order. For example, you must complete A then complete B. Internal dependencies are things that are under the control of the project team, and external dependencies are things that are outside the control of the project team, such as getting a permit. Discretionary dependency is when two activities can be done in any order and they're not dependent upon each other.
Question 34 Correct While working on a new server upgrade project, the project manager calculates the SPI of the project to be 1.3 The project sponsor would like an explanation for why the SPI is that high. What would be the project manager's best response?
The project had too many critical paths on it this led to a large delay on the project
Your answer is correct  The project team were able to finish the work faster than anticipated and this is what led to the project being ahead of schedule

The project is currently on schedule due to the level of details that was covered during the planning processes
The project contained a lot of work that took more time than anticipated and is now completely behind schedule.
Overall explanation  An SPI of 1.3 shows that the project is ahead of schedule by 30%. This could be because the project team is finishing the work faster than originally scheduled. The other choices involve the project being either behind schedule or on schedule, but in this situation, the project is ahead of schedule.
✓ Question 35 Correct A project manager is having a very difficult time negotiating with a functional manager. The project manager would like to have Peter, the system administrator, work on the project full time, but the functional manager needs Peter full time to work on the servers throughout the day in case one goes down. After a few days of negotiating, the project manager has determined that he will have Peter from Monday to Wednesday, and the functional manager can have Peter on Thursday and Friday. Although this solution is not the most ideal scenario for the project manager and functional manager, it will have to work for now. What conflict resolution technique was used?
Your answer is correct  ✓ Compromising
○ Smoothing
○ Forcing
Problem solving

Compromising is when both sides in a conflict give up something to come up with a solution. Smoothing is when the problem is pushed aside, and forcing is when one side completely wins and the other side completely loses. Problem-solving is the best way, but that would require both sides to come up with a solution in which they both win.

lacksquare	Question 36 Correct
	The project manager and team have decided to hire a contractor to complete building out the remaining section of the datacenter. They have the requirements listed in detail and would like to use a contract that would present the smallest amount of risk to the project. The project team members would like to purchase the materials themselves since there are very familiar with the work. What contract is best for this project?
	○ Cost plus contractor fee
	Your answer is correct  Cost plus fixed fee
	○ Cost plus project fee
	○ Time and materials

### Overall explanation

A cost-plus-fixed-fee contract is where the buyer pays all the work expenses and then pays a fixed price for the work. A time and materials contract is where the buyer pays all the work expenses and then pays the sellers for the time they spent doing the work, and this contract has the highest risk to the buyers. All other choices are made-up terms.

a tablet redesign project for large technology company, the project manager received a
om a key stakeholder. The change request would change the position of the power button
e side of the tablet. After an assessment of the change, the change control board declined th
ncerns about redesigning the motherboard. What should the project manager do next?
essons learned register
form integrated control
roject management plan
et
hange log
on
approved or denied, the project manager should update the change log to list the status change is approved, the project management should be updated.
rrect
wing would be considered waste on a project?
processes
vork

	nnswer is correct Naiting
O 1	/alue-added features
	all explanation  ag is considered waste on a project, as it represents time when no work is getting done.
While are n	e managing the stakeholders' engagement, the project manager notices that some of the team member of respectful to other team members. This has led to a few conflicts between the members. What can the team manager best do about this?
_	nnswer is correct mplement ground rules
0 \$	Stop the project
) I	nform the sponsor
○ F	Release the team
Overa	ıll explanation

Ground rules are usually set within the team charter and are the general rules that the team will follow in order to effectively work with each other. These generally include behavioral rules. Before releasing the team, the project manager should try to resolve the problem. Conflicts within a project team should not be a reason to stop a project. If you were to inform the sponsor, they would generally tell you to solve this problem.

<b>?</b>	Question 40 Correct
	The project manager has reviewed all the work performance information that has been created so far on the project. He has started to create the overall project status report to present to the project stakeholders. What process is the project manager conducting?
	O Develop project management plan
	Your answer is correct  ✓ Monitor and control project work
	O Develop project report
	O Direct and manage project work
	Overall explanation

Monitor and control project work process has an input of work performance information and an output of

work performance report. No other choice has the output of work performance report.

Question 41 Correct

	rrently set at \$180,000. The sponsor has requested the project's CPI. What CPI figure should the project anager provide?
0	.99
0	\$108,000
0	\$18,000
You	ur answer is correct
•	1.1
CPI acti	erall explanation is equal to EV/AC. To find the CPI, you must first find EV and AC. EV is equal to the percentage of ual work completed x BAC (budget at completion), which is $60\% \times 180,000 = 108,000$ . AC (actual t) is just the amount of money already spent on the project, which is $55\% \times 180,000 = 99,000$ . So, is $108,000/90,000 = 1.1$ .
A p Th red	project manager has completed the project status report. The report states the CPI is 1.1 and the SPI is 1.14 e report was given to the project sponsor, who has become very upset about the project's progress and has quested an immediate meeting with the project manager. What should the project manager report in the seting?

A project has completed 60% of all the work. The team has spent 55% of the project budget. The budget is

Their has been many changes to the scope that has cause the project to be behind schedule
The project is behind schedule and over budget due to scope creep
Your answer is correct  ✓ The project is progressing on schedule and budget
Overall explanation  A SPI and CPI of 1 and greater tell us that the project is actually under budget and ahead of schedule. All other choices are reporting wrong information.
Question 43 Incorrect While monitoring and controlling a project, the project manager has been comparing the work performance data to the project management plan to see if there is any variance. What process did the project manager finish to get the work performance data?
Develop project management plan
○ Control Scope
Your answer is incorrect
Correct answer

O Direct and manage project work
Overall explanation
Work performance data is an output of the integration process of direct and manage project work.
Question 44 Correct
The project manager, Peter, has been informed by the sponsor that the project needs to be completed 2 weeks earlier than the scheduled time. Peter goes to the team and informs them that they will need to work overtime to complete the project sooner. What is Peter doing to shorten the schedule?
○ Fast tracking
○ Scope reduction
Adding leads to activities
Your answer is correct
✓ Crashing
Overall explanation
Crashing adds resources to the project and will generally increase the cost. Since the team will be working overtime, this will result in additional costs to the project. Fast tracking is when you run activities in

parallel. Adding leads to activities will overlap activities, which is not mentioned in the question. The

sponsor has not authorized a scope change on the project.

|--|

A project manager is currently working with the team to complete the office redesign project when a sponsor tells him to finish it 2 weeks sooner than planned. The project manager will need 4 new people to join the team to complete the work by the new deadline. What technique is best described in this scenario?

Your answer is correct

Crashing

Critical path method

Schedule variance

Fast tracking

### Overall explanation

Crashing is a scheduled compression method where you add more resources to complete the project sooner. Fast tracking is about running activities in parallel. The critical path method is about creating a network diagram and finding the critical path.

# Question 46 Incorrect

The project manager has just spoken to one of the software developers, Bill, about the project and has asked for an estimate of how long it will take to code a specific function. Bill said that it would take a maximum of 10 days, but that most likely it will be 6 days. The project manager has calculated the PERT estimated duration of this activity to be 6 days. What is the least amount of days it will take to complete this activity?

### Your answer is incorrect

O 1
Correct answer  2
○ 3
Overall explanation In this question, you have to use the PERT formula, which is $(O+4*R+P)/6$ to find the optimistic number. The question gives you the answer to the formula—6 days—and you will need to figure out the other components. In the question, the pessimistic number given is 10, the realistic number is 6, and you have to find the optimistic number. Plug the numbers into the formula like this: $(O+4*6+10)/6=6$ . Based on this equation, $O=2$ .
Question 47 Correct The project manager and the project team were able to identify a number of risks that could affect the website upgrade project. They listed all of the risks on the risk register. They will now conduct a qualitative risk analysis to prioritize the risks. What will the team look at when prioritizing the risks?
○ Impact only
Your answer is correct  Probability and impact
○ Probability only

	○ Source of risks and impact	
	Overall explanation  While conducting the qualitative risk analysis, the team will rank the risks based on their probability of occurrence and impact on the project.	
•	Question 48 Correct  The product owner would like to see how much work remains to be done on a project. What would be the best agile tool to display this?	
	Cumulative flow diagram	
	○ Velocity chart	
	O Burnup chart	
	Your answer is correct  Burndown chart	
	Overall explanation  A burndown chart displays work that remains to be done on a project.	
	Question 49 Correct	

the fina	rject manager has released the project team, completed the final lesson learned, and then completed I report. The PMO has informed the project manager that it is not happy with this approach. What has ject manager done wrong?
O No	t informing the PMO about releasing the team
O Wr	iting the final report after the lessons learned
_	wer is correct
<b>⊘</b> Re	easing the team and then doing lessons learned
O No	thing, these are the normal steps to closing a project
Overall	explanation
	learned should be done with the team and not just by the project manager. The steps in closing avolve conducting the lesson learned, releasing the team, and then writing the final report.
Questi	on 50 Correct ^
a lot of	vorking with the project team and conducting a brainstorming session, the project manager noticed that the ideas the team was coming up with were not organized. What tool can be used by the team to best organize their ideas?
○ Flo	wchart
O Pa	reto diagram

O Matrix diagram
Your answer is correct  Mind mapping
Overall explanation  Mind mapping is a way to visually organize data. A matrix diagram is used to show the relationship between two or more groups. A flowchart shows a graphical representation of a process. A Pareto diagram displays Pareto's 80/20 rule, usually in a histogram.
✓ Question 51 Correct The project manager has noticed that a few team members are having a difficult time following the inspection process to check the quality of new software. What is the best tool to help them see the process, making it easier to follow?
Process design chart
○ Histogram
Your answer is correct  Flowchart
○ Control Chart
Overall explanation

A flowchart is used to visually follow the steps in a process or multiple processes. A control chart will show if a process is in "control" by illustrating the rule of 7. A histogram is a bar chart that usually shows frequency of something. A process design chart is a made-up term.

Question 52 Correct	^
While developing very complex software, the project manager met with some of the industry's top subject matter experts to understand their perspectives on solving some of the problems in the software. What too best describes these meetings?	)
○ Checklists	
○ Brainstorming	
Your answer is correct  ✓ Focus groups	
<ul> <li>Questionnaires and surveys</li> </ul>	

### Overall explanation

A focus group brings together subject matter experts to understand their perspectives and how they would go about solving problems. A brainstorming session is done by a group of stakeholders to gather ideas. A checklist can be created by an organization and then given to potential stakeholders, usually to identify factors they may want on a project. Questionnaires and surveys function almost the same as a checklist, which is used to gather stakeholders' requirements.

Question 53 Correct

You	Acceptance
0	Enhance
Acc	erall explanation eptance is a risk response where you will take no action against the risk. All other choices involve ng some kind of action.
Wh tea	estion 55 Correct  nile working on a project, the project team has encountered a problem that has halted the project work. The mis unable to come up with a solution and would like to have an outside company come in and finish the to the project. What should the project team do next?
0	Create a request for quotation
0	Conduct a bidder conference
0	Rewrite the scope statement
	r answer is correct  Create a request for proposal
Ove	rall explanation

A request for proposal is used when there's a problem on the project, and the solution is not easy to determine. This is generally a formal request made by project vendors to understand how they would rewrite the scope statement. Conducting a bidder conference will not come up with solutions to the problem with the project. A request for quotation is made to understand how a vendor develops satisfied requirements and how much it will cost.

Question 56 Correct	^
The project team has finished 60% of the deliverables when management informs the project manager that project will be canceled immediately and the team will be reassigned to work on a new project that management feels is more important. What should the project manager do right away?	at the
Immediately released the team and start working on the new project	
Return to planning to understand why the project might have been terminated	
Your answer is correct  Inform the project team, conduct a lesson learned session, and formally release the team from the project	
	The project team has finished 60% of the deliverables when management informs the project manager that project will be canceled immediately and the team will be reassigned to work on a new project that management feels is more important. What should the project manager do right away?  Immediately released the team and start working on the new project  Return to planning to understand why the project might have been terminated  Your answer is correct  Inform the project team, conduct a lesson learned session, and formally release the team from

### Overall explanation

If a project is terminated before completion, the project manager should immediately move to the close project or phase process and formally close the project. The other choices do not involve the activities in the close project or phase process.

Inform management that the project cannot stop because the deliverables are 60% done

Question 57 Correct

	ekly status updates on the project. What document should the project manager update immediately?
You	ur answer is correct
•	Stakeholder register
0	Risk register
0	Issue log
0	Project communications
Ove	erall explanation
	stakeholder register can be updated at any point during the project. It contains a list of all
	seholders and their contact information, communication requirements, and impact on the project. Once is done, then the project manager can update the communication management plan to add the new
	seholder. This is a change, not an issue on a project, so there is no need to update the issue log. The
	register keeps track of the risk on the project. Project communications are the actual communications ng place during the project.
Qı	estion 58 Correct
roc	eam member is working on upgrading the network server while another team member is painting the som. The outcomes of these two events will not affect each other. What best describes the relationship tween these two events?
	They are not statistically independent

The project manager is informed that a manager in the finance department has requested to be included in the

○ They are mutually exclusive
Your answer is correct  ✓ There are statistically independent
They are statistically insignificant
Overall explanation  Statistical independence is a term used in probability that means one event cannot affect the other event.  Mutually exclusive is a term used when two events cannot happen at the same time; in this question, these two events are happening at the same time.
Question 59 Correct While working on a large project, the project manager originally counted 12 stakeholders. A new requirement and six more stakeholders were added to the project. How many communication channels are on this project?
Your answer is correct   ✓ 153
O 360
O 306
O 160

### Overall explanation

To get this answer correct, you will have to use the communications channels formula, which is N(N-1)/2. Since there are 18 stakeholders, the formula is 18(18-1)/2 = 153.

# Question 60 Correct When selecting a project, the company looks at different factors that could impact their selection. What document best identifies the need for a project? Project Benefits Report Your answer is correct Business Case Project Charter Project Management Plan

### Overall explanation

The business case is used to show the benefits of the project. The project charter is used to authorize the project. The project management plan outlines how to execute, monitor and control, and close the project. The project benefits report is a made-up term.

### Question 61 Correct

The project team has identified a number of risks that could affect the project. One risk in particular is that the permit to build the foundation has shown up late. They have ranked this risk as the most important in the project since it will cause the largest delay. What process best describes this ranking?

Your answer is correct  Oualitative risk analysis
Ouantitative risk analysis
O Identify risk
○ Plan risk management
Overall explanation  A qualitative risk process is done to rank the risk that has been identified in the identify risk process.  Quantitative risk analysis is done to assign a value to the risk. Plan risk management is done to create the risk management plan, which will document how to conduct all the risk management processes.
• Question 62 Incorrect When deciding which user stories can be done in the next iteration what should the project team consider?
○ Which story has the least risks
○ How large is the story
Correct answer  How many points the team completed in the past iterations

Your answer is incorrect	
⊗ Which story is most valuable to the customer	
Overall explanation	
When determining how much story work can get done in an iteration, the team should look at its velocity, which is based on how many points they were able to get done in previous iterations.	
Question 63 Correct	
You are currently working on a large building demolition project. There are many requirements for the potent vendors on the project, and you would like to ensure that they all receive the same information. What is the best tool or technique to ensure all vendors receive the same information about the project?	
○ Scope statement	
Requirements traceability Matrix	
Your answer is correct	
<b>⊘</b> Bidder Conference	
Requirements documentation	
Overall explanation	
A bidder conference is held by inviting all the potential sellers and reviewing the requirements for the project with them. This will ensure that no vendor receives more or less information than the others. The	

scope statement, requirements traceability matrix, and requirements documentation are generally written before vendors are invited to learn about the project.	
Question 64 Correct	_
While working on a project, the project manager has been inspiring the team members to do the best they ca while also regularly communicating the project's vision to the team. What skill does this best describe?	n
○ Networking	
○ Facilitation	
Active listening	
Your answer is correct	
✓ Leadership	
	1
Overall explanation	
Leadership skill is part of interpersonal and team skills. It is used to inspire people and to communicate the project's vision.	
✓ Question 65 Correct	_
While conducting a risk assessment on a project, the project manager has identified a new regulatory risk. If the project is not completed by July 31, the company will have to scrap the project. What best describes this?	
O Project work	

O Project requirement
O Project scope
Your answer is correct
Overall explanation  There are 6 constraints on a project,: scope, cost, time, resources, risk, and quality. This project is constrained by time. The other choices are project requirements, not constraints.
✓ Question 66 Correct While managing a small construction project, the project manager informs the project team members that they are using more materials than necessary to complete the project work. What process describes this scenario?
○ Monitor resources
○ Manage team
Your answer is correct  Control resources
O Develop team

### Overall explanation

Control resources is a process which ensures that physical resources are being utilized correctly. Manage team and develop team are used to manage the project team and not the physical resources. Monitor resources is a made-up process.

Question 67 Correct	^
The sponsor would like a report about the resources that are being used on the project. He would like to see them broken down by different categories to make them easier to understand. What process will the project manager use to create this?	
O Develop schedule	
O Define activities	
Your answer is correct <b>Solution Solution Solu</b>	
Sequence activities	

### Overall explanation

The process of estimate activity resources will output the resource breakdown structure, which is a hierarchal breakdown of resources by their categories and types. No other choice will output this project document.

### Question 68 Correct

While working on the workstation upgrade project, the project sponsor informs the team that they have to stop the project immediately and start working on a router upgrade project. The sponsor wants the router upgrade

project to start in as little as 2 days. What should the project manager do next?
Your answer is correct  Conduct the close project or phase process for the current project and write the final report.
O Inform the sponsor that the router upgrade project plan will take more than 2 days.
Write the charter for the new router upgrade project.
Get an authorized project charter for the router upgrade project.
Overall explanation
When a project is terminated, the project manager will need to formally close the project. This usually involves paying all the project bills, releasing the team, documenting the lessons learned and recording what was completed in the project's final report.
✓ Question 69 Correct
What is the main benefit for conducting the project using agile methodology versus traditional methodology?
Agile project requires funding up front
O Traditional delivers values all up front
Traditional delivers values all up front
Traditional delivers value at the beginning

Your answer is correct
✓ Agile delivers value incrementally
Overall explanation
One of the main benefits of using agile over traditional project management, is that agile delivers value incrementally compared to traditional where you get the value only at the end of the project.
Question 70 Correct
While managing a datacenter development project, the project manager has noticed there are many conflicts between the team members on the project. When managing a conflict in a project, what would be the best rol for the project manager?
○ Dictator
Your answer is correct
✓ Facilitator
○ Advisor
○ Direct
Overall explanation
When managing conflicts in a project, the project manager should facilitate a satisfactory resolution for the conflict. The other roles are made-up terms.

per	e project manager and the project team are reviewing the completed deliverables to see if they meet the formance requirements outlined in the requirements documentation. This is done so that when the tomers are invited to inspect the deliverable, there will be no issues. What is the best output of this cess?
0	Requirements documentation
You	r answer is correct
<b>Ø</b>	Verified deliverables
0	Accepted deliverables
0	Project management plan
Ove	rall explanation
requ	process of quality control is when the deliverables are inspected to see if they meet the quality irements. The output of this process is verified deliverables. Control quality is generally done before process of validate scope, where the deliverables will be inspected by the customers for a formal
acce	eptance. The project management plan, accepted deliverables, and requirements documentation are putputs of the control quality process.
Que	estion 72 Correct
	e project sponsor has signed off on the project charter and has spoken to the project manager, who the
	eep the cost down on the project. The project manager agrees to try his best to keep cost down and to

Your answer is correct  Meet with the stakeholders to gather their requirements
Implement the project cost reduction program
○ Create the WBS
Overall explanation  Once the project charter is created, the next step would be to collect the requirements and then create the scope statement and the WBS. You cannot meet with the team to reduce cost if you don't know the requirements. There is no such thing as a cost reduction program in PMBOK.
Question 73 Correct The project manager, Mark, overheard that the project team is not satisfied with the way the budget was created. They strongly believe the project will be over budget at the end. What is the next best step for Mark?
Review how the budget was created.
Ask the sponsor for approval to increase the budget.
O Do nothing, because the team didn't speak to Mark about it.
Your answer is correct  Bring the team together and attempt to understand why they feel this way.

### Overall explanation

A project manager should not take action on issues they overhear without first finding out why stakeholders feel a certain way. This ensures that the project manager has a detailed understanding of the issues.

## Question 74 Correct As an agile project manager, you have encountered many issues with the product owner. The product owner has refused to prioritize the product backlog, stating that all items are equally important. After educating the product owner about the value of prioritization, he still refuses. What should the agile project manager do? Have the team prioritize the product backlog Replace the product owner Your answer is correct Continue to educate the product owner Prioritize the product backlog for the product owner

### Overall explanation

One of the core task of being an agile project manager is to educate and promote the values of agile practices even when stakeholders are reluctant to follow those principles.

### Question 75 Correct

While monitoring the status of an agile project, what numerical analysis can the project team use to help determine if the project is on schedule?

Return on investment
Your answer is correct  Earned value management
○ Net present value
○ Scheduling management values
Overall explanation  Earned value management is a series of formulas that monitor the value of the project as it's progressing and generally track cost and schedule.
Question 76 Correct The risk management plan generally outlines the steps the project will take to conduct risk management processes on the project. Which of the following will the risk management plan not include?
○ The methodology used to manage risks
A way to categorize the risks
Your answer is correct  Positive risks that could affect the project

Roles and responsibilities for the project team concerning risks processes
Overall explanation
The risk register lists both positive and negative risks, not the risk management plan. The risk
management plan includes the risk breakdown structure that categorizes risks, roles, and responsibilities
for the team members and the methodology they would use to perform the risk processes on the project.
Question 77 Correct
While working on an agile project, the team receives a request from the customer to deploy the software as soon as the iteration is done. The customer has already checked the completed part of the software and has
accepted it. The team has refused to deploy the software. What best explains the team's refusal?
accepted in the team has relaced to deploy the serious time team of the team of the team of the team.
The iteration took too long
C The notation took too long
○ The iteration has many errors
Your answer is correct
✓ The iteration is part of a release
○ The iteration needs to be closed
Overall explanation
Iterations are part of a product that is inspected by the customers. An iteration may not be something that
can be released to users since it only represents a few weeks' worth of work. A release usually includes

multiple iterations that are releasable to the customers. In this question the customer has already accepted the iteration, which means there are no errors in it.

### Question 78 Correct

While managing a datacenter project, a few customers requested a feature be added to the project that will enhance the security system in the datacenter. The change was submitted to the change control board and was denied due to the high cost of the security system. A few months later another customer submitted the same change back to the project manager. What is the best step the project manager can take in this scenario?

- Inform the change control board
  - Add the security system to the datacenter

### Your answer is correct

- ✓ Inform the customers the change cannot be done
- Assess how this change impacts the project management plan

### Overall explanation

The best thing to do in this scenario would be to inform the customer that the change cannot be added due to the fact that it was already rejected by the change control board. You should not add changes to a project management plan without it being first approved, and there is no need to inform the change control board again since its members have already denied it.

### Question 79 Incorrect

The agile project team has determined that many of its processes have a lot of waiting and would like to remove all of the waste in the processes. What would be the best tool the agile team can use to improve their

processes?	
Fishbone analysis	
Correct answer	
○ Value stream map	
<ul> <li>Process tailoring</li> </ul>	
Your answer is incorrect	
⊗ Triple nickel	
Overall explanation	
A value stream map is a visual representation of the flow of information through a process in which you can identify waste, such as waiting time, and optimize the process.	u
Question 80 Correct	^
The project manager is currently assigning costs to each individual activity on the project. A team me informed the project manager that he should include additional cost just in case the software needs testing. What best describes this additional cost?	
O Project reserve	
Management reserve	

Your answer is correct  Contingency reserve
○ Testing reserve
Overall explanation  Contingency reserve is what a project manager adds to the project cost baseline due to risk. Management reserve is what the company management adds to the project budget due to risk. Project and testing reserve are made-up terms.
✓ Question 81 Correct While working on a project, the project manager notices that most of their time is spent resolving conflicts between members of the project team. What is the best tool the project manager can use to resolve the problems amongst the team members?
Your answer is correct  ✓ Interpersonal and team skills
Expert judgement
○ Colocation
○ Training
Overall explanation

Resolving team conflicts is done through the manage team process. This process includes interpersonal and team skills tools, of which conflict management is a subset. Expert judgement, training, and collocation are not tools used in the manage team process.

# ① Question 82 Incorrect The project team has completed the scope baseline and has started to break down each of the work packages into individual activities. What process should the team do next? Your answer is incorrect © Create WBS Develop Schedule Correct answer © Sequence Activity

### Overall explanation

**Define Scope** 

After the team has created the activity list in the process of define activity, the next process should be sequencing the activities. This should be done before the team develops a schedule. Creating WBS and defining scope will come before defining activities.

### ① Question 83 Incorrect

While working on a large multinational project, you identify some of the positive and negative stakeholders. What process group are you currently engaged in?

Your answer is incorrect   Stakeholder management
O Planning
Correct answer
○ Initiating
Communications management
Overall explanation  The process of identifying stakeholders is part of the initiating process group.
Question 84 Correct The project manager has brought the project team together to explain what the project will be about and what their roles will be. The team members introduce themselves and learn about the different skill sets each of them brings to the project. What stage on Tuckman's ladder best represents this?
Your answer is correct
○ Storming
Performing

○ Norming
Overall explanation
In the forming stage of Tuckman's ladder, the team is formed and learns about each other. In the norming phase, they stop storming and come to an agreement on how to conduct the work. Performing is when the team actually builds the deliverables. Storming is when they disagree on how to conduct the work.
Question 85 Correct ∧
A large development company has just initiated a project to build a 60-story building. The project will take approximately 3 years to complete with a cost of \$550 million. The development company has started to facilitate funding for the project by asking private equity firms and banks. What tools does this best represent?
Funding limit reconciliation
Analogous estimates
Your answer is correct
Financing
O Parametric estimates
Overall explanation
Financing is a tool used in the process of determine budget. This is when a company looks at external sources to fund the project. Funding limit reconciliation is done when there are limited funds to spend on the project and work may need to be rescheduled. Parametric estimates are a type of mathematical

estimates done to estimate the cost of each activity. Analogous estimates are based on historical information to estimate the cost of each activity.

Ougstion 86. Correct

## Question 86 Correct Project manager Mark is working to create the project scope statement for a sales management software. Many stakeholders have requested that a feature be added to enable automated call-backs to leads that come through the website. Mark realizes that adding this feature will not be possible due to the fact that the company's current network lacks the required hardware. What is the best approach for Mark to take? Tell the stakeholders to submit a change request Your answer is correct Add the feature as an exclusion to the scope statement

### Add the feature and hope the sponsor approves the budget

O Tell the stakeholders the feature will be added after the project is done

### Overall explanation

A project scope statement not only contains the project's deliverables but also the exclusions, which are features the project will not accomplish. Mark should not add the feature due to the company's inability to install it.

### Question 87 Incorrect

While compiling all the work performance information into the work performance report, a project manager notices that the SPI of the project is .6 and the CPI is .7. What action should the project manager take next on this project?

None since the project is on the budget and ahead of schedule.
Correct answer  Create a change request to correct the project.
Your answer is incorrect  ⊗ Inform the sponsor the project is over budget.
O Inform the sponsor of a major delay.
Overall explanation  In this scenario, an SPI of .6 and a CPI of .7 indicate that the project is behind schedule and over budget.  The project manager should initiate change requests to correct the budget and schedule of the project.  Informing the sponsor of only a delay or being over budget is just half of what's wrong with the project.
✓ Question 88 Correct Which of the following statements is true about projects:
Your answer is correct  Projects are temporary endeavors to create a unique product, service, or results
Projects are ongoing operations that will create a unique product, service, or result
Projects are temporary operations that are only done to improve a business

Projects are ongoing operations to improve business products
Overall explanation
Per the PMBOK definition, a project is a temporary endeavor to create a unique product, service, or result. Projects are not ongoing and are not only done to improve a business.
Question 89 Correct
When an organization is considering a project, what are some of the factors that can influence why a project should get done?
Making the company shareholders happy
Your answer is correct
✓ Meeting regulatory, legal, or social requirements
Continuing the day-to-day work in a particular department
Hiring new personnel
Overall explanation
Reasons a project should get done include meeting regulatory, legal, or social requirements, satisfying stakeholders' needs, and implementing business changes. The other choices pertain to operational work, which is more day-to-day and ongoing.

	Question 90 Correct	
	Your company has just started a project to allow remote workers to join the network using a virtual private network (VPN). During the execution of the project, one of the VPN servers completely fails, and the team will need to replace it as soon as possible. Fortunately, the project team anticipated that this might happen and has a plan for replacing the server. What should the project manager do next?	
(	O Plan risk response	
	Your answer is correct  Implement risk response	
(	Conduct risk response	
(	Perform qualitative risk analysis	
lr ir to	Dverall explanation  mplement risk response is a process in the executing process group, where the project manager mplements the preplanned responses to any risks that may have taken place. Plan risk responses is done o determine the team's response if a risk happens, perform qualitative risk analysis is used to rank risks, and conduct risk response is not a PMBOK process.	
_	Question 91 Incorrect  The project team has completed the server deployment project. They have tested the server to ensure that it works according to the requirements given to them, and it seems to be functioning correctly. What process group has the team just completed?	
	Correct answer	

() Executing
Your answer is incorrect
○ Closing
Planning
Overall explanation  The outputs of all the executed processes combined, including directly executing the process and managing project work, are the project deliverables. The output for planning would be the project management plan. The output for closing would be the final product service or result transition and the final report. The output for monitoring and controlling would be the accepted deliverables and the work performance reports.
Question 92 Correct The project team is currently working on an advertising project. They have completed a few of the activities, which includes writing the script for the commercial. Once the team completes an activity, what should they do next?
○ Close project or phase
Update the project manager
Update project sponsor

Your answer is correct
Update work performance data
Overall explanation
Once work is done on a project, the team should update the work performance data. This will include the status on the work, such as when it was completed or started. The project manager will take the work performance data and create the work performance information and report, which will then be given to all the other stakeholders. You should not close the project or phase until all work has been completed and accepted.
Question 93 Correct
The project manager has calculated the SPI of the project to be .7 and the CPI to be .9. When reporting the progress of the project to the company stakeholders, what should the project manager say about the project the stakeholders?
The project is progressing on schedule and budget
A delay from a few vendors has delayed the project
Your answer is correct
The project is delayed and over budget
A few project expenses cost more than the budget of the project
Overall explanation

A CPI and SPI of under 1 are bad. A CPI of under 1 represents a project that is over budget. An SPI of under 1 represents a project that is behind schedule.

## Question 94 Correct Senior management has requested an update to the current product upgrade project. The project manager knows she has to keep the information high-level, and as short as possible. Which resource would be the best to show senior management? **WBS** Project schedule network diagram Your answer is correct Milestone chart **WBS** dictionary

### Overall explanation

A milestone chart shows only the timeframes of the major deliverables. All other choices such as the WBS, WBS dictionary, and the network diagram are very detailed.

### (!) Question 95 Incorrect

Team members Mark and Bill are currently experiencing conflict in the office move project. Mark believes that it would be best if they moved the furniture first and then the computers, whereas Bill believes it's best to move the computers and then the furniture. This conflict is causing a serious delay to the project, and both Mark and Bill have decided they will make a decision on what to move first at a later date. What conflict resolution technique best describes this scenario?

Correct answer
O Postponing
Accommodating
Your answer is incorrect
Overall explanation  The conflict resolution technique Illustrated in this question is withdrawal, which is when they postpone the issue to a later date to be better prepared. Compromise is when the two sides reach an agreement but both sides have to give up something. Postponing is a made-up term.
Question 96 Correct After the project manager has collected the requirements and received approval for the scope statement, what process should the project manager do next?
○ Create scope baseline
○ Sequence activities
Your answer is correct

✓ Create WBS
O Define activities
Overall explanation
The create WBS process is generally done after the scope statement has been created, as it will decompose the deliverables in the scope statement. You cannot define activities or sequence activities until the WBS is complete, as you will need to know work packages to create the activities. Create scope baseline is a made-up term.
✓ Question 97 Correct
The project team has been brought together for the first time to work on a network upgrade project. They wer able to learn about the functions they will doing on the project and what their roles will be. What will the team do next, according to Tuckman's ladder?
○ Forming
○ Norming
Your answer is correct
<b>⊘</b> Storming
Performing
Overall explanation

The team is currently in the forming stage and will move next to the storming stage. The stages are forming, storming, norming, performing and adjourning.

<b>②</b>	Question 98 Correct
	The work the project will contain and the velocity of the team is currently at 14 points. What is the total size of the project in terms of story points?
	O 130
	O 150
	Your answer is correct
	O 110
	Overall explanation
	Total size of the project will be 10 iterations x 14 points = 140 Points.

### Question 99 Correct

The project manager is working on a new electrical wiring upgrade project for the entire office. Due to safety issues, the project manager cannot move forward with many parts of the project without inspections and permits from the local Buildings Department. Most permits take approximately 6 weeks to get. Where would the project manager document the opportunity the project should take if a permit comes within 2 weeks instead of the 6 weeks?

○ Issue log
Your answer is correct  ☑ Risk register
Assumption log
○ Change request
Overall explanation  This question describes a positive risk, which is known as an opportunity, and this is added to the risk register. The assumption log will only document assumptions that are made on a project, and the issue log will have a list of issues that are currently taking place on a project. A change request is only issued when parts of the project management plan or document must be updated.
Question 100 Incorrect While analyzing the budget of a project, the project manager notices that the current CPI of the project is .93 and the SPI is 1.1. What best describes what is taking place on this project?
Correct answer  Crashing
○ Best tracking
○ Fast tracking

Yo	Your answer is incorrect	
$\otimes$	Resource leveling	
Ove	erall explanation	
	ishing involves adding more resources to a project to decrease the schedule. In this scenario, the	
	ject is 7% over budget but is 10% ahead of schedule. Fast tracking and resource leveling generally do increase costs. Best tracking is a made-up term.	
<b>⊘</b> Qı	uestion 101 Correct	
	company has completed building a new datacenter. The project has many changes that were submitted to	
	e change control board. Most changes were approved, and some were not. Which of the following is not a irpose of the change control board?	
P -		
0	Stop unnecessary changes	
0	Manage the change control process	
0	Assess changes	
Yo	ur answer is correct	
•	Deny changes whenever possible	
Ove	erall explanation	

The change control board's purpose is to manage changes to the project, which include assessing changes and stopping unnecessary changes. The change control board is not there to deny changes unless it has been assessed and deemed unnecessary in the project.

# Question 102 Correct While working on a project, you realize that you will not be able to install the server and the workstations at the same time. In fact, the team has alerted you that after the server installation is done, you should wait an additional 4 days before installing the workstations. This is due to the updates the server will need, which is an automated process. What do you need to add to the schedule in order to account for this delay? Your answer is correct Lag Float Slack

### Overall explanation

A lag is a delay between activities. A lead is an overlap between activities. Slack and floats refer to the same thing: the amount of time you can delay an activity without delaying the project.

### Question 103 Correct

The project manager and team are currently working to create a list of activities needed to complete the project. They have come to one particular work package that they cannot decompose because they do not

particular work package. What tool or technique are they using?
<ul> <li>Forward Planning</li> </ul>
Requirements Future Planning
<ul> <li>Decomposition</li> </ul>
Your answer is correct
Rolling Wave Planning
Overall explanation  Rolling wave planning is a tool used in the process of define activities to break work down in the future.  Forward planning and requirements future planning are not real tools used in the process of define activities. Decomposition is a tool used to break down the current activities.
Question 104 Correct
While working on the network upgrade project, the project manager receives many ideas about what to incluin the project. The ideas seem to be very scattered and not logically grouped. What tool can best help the project manager group these ideas?
○ Ideas Matrix
○ Flowchart

know enough about the work yet. They have decided that midway through the project, they will decompose this

	Inswer is correct Affinity diagrams
O F	Histograms
An affi	inity diagram is used to group a large number of ideas to review and analyze. A histogram is used to frequencies over time. A flowchart is used to visually view a process for improvements. An ideas is a made-up term.
While team	e attempting to determine the schedule for the project, the project manager has been informed from the that each line of code will take about 15-45 minutes to write and debug. There will be about 1 million line de in the application. What schedule-estimating technique best describes this estimate?
	Analogous
O E	Bottom-up
	nswer is correct Parametric
O T	op-down
Overa	III explanation

Parametric estimates are based on a data set such as cost per feet or time per task. Top-down and analogous are the same and are high-level estimates based on historical data. Bottom-up involves breaking down the work and then adding it back up.

•	Question 106 Correct	/
	Two team members were having a conflict over what programming method should be used on the new application. They have resolved the conflict. What would be their next step?	
	Nothing, since the conflict has been resolved.	
	Confirm that the project manager has agreed to the solutions.	
	Your answer is correct  ✓ Implement the new method and verify that it solves the actual problem.	
	<ul> <li>Confirm that the sponsor agrees to the solution.</li> </ul>	

### Overall explanation

When a problem has been solved, the next step would be to confirm that the solution has actually solved the problem after it has been implemented.

### Question 107 Correct

A change request has been made by a senior stakeholder to add a new reporting function to the current financial software development project. The change was assessed by the project team and approved by the sponsor. What process should the project manager do next?

○ Validate scope
Perform integrated change control
Your answer is correct  ☑ Direct and manage project work
○ Control quality
Overall explanation  Once a change has been approved, it is time to execute the change, which is done in the executing process of direct and manage project work. Control quality is done to check the deliverables to ensure they meet the quality requirements. Validate scope is done to get formal acceptance from the stakeholders. Perform integrated change control is done to assess and approve a change request.
Question 108 Correct  The project manager and the project team are currently assessing various ways of responding to a particular risk. The project involves reconstructing part of their current office building, and they're worried about a hurricane hitting and damaging the materials or parts of the unfinished building. The best response they can up with was to purchase insurance in case a hurricane does hit. What kind of strategy is this?
○ Acceptance
Avoidance

○ Mitigate
Your answer is correct  ✓ Transfer
Overall explanation  When a risk is transferred, it is usually transferred to another company, such as by purchasing insurance or hiring a consultant. Avoidance is used to eliminate a risk by going down a different path. Mitigation is used to reduce the probability and/or impact of a risk. Risk acceptance means doing nothing about the risk.
Question 109 Correct  The project team is currently working on a project to upgrade all the servers across the organization. Before they are able to get the financial server, the vendor calls and says the server delivery has been delayed 2 weeks. What documents should the project manager update immediately?
○ Work breakdown structure
○ Change request
Your answer is correct  ✓ Issue log
○ Project schedule
Overall explanation

The issue log is used to keep track of all issues in the project. The delay of a server will mean the project might be delayed, so it should be entered into the issue log immediately. After that the project manager might implement a change request to extend the schedule baseline and update the project management plan. The work breakdown structure does not show work by time.

# **Question 110 Correct** The project manager has met with the project team and has informed them that his team performance assessments are done, and he would like to speak with each of them individually about the results. What process group is this? Your answer is correct **Executing** Initiating **Planning** Monitoring and controlling

### Overall explanation

During the executing process group, the project manager will assess the team's performance and try to improve it through the process of developing and managing the team.

### Question 111 Correct

When using different prioritization techniques what is the most important aspect that the agile project manager should communicate to the customers?

Your	Don't worry too much about the specifics it's more important to get the relative prioritization correct
0	Make sure to include timing in the use of any prioritization technique
0	Prioritization techniques are not needed on agile projects
0	Make sure to include cost in the use of any prioritization technique
Whe	rall explanation  In using any prioritization technique, it is important the customer understands not to worry too much list the specifics of the technique but rather to prioritize the features based on relative value.
The proj	estion 112 Correct  project manager has just identified a new regulation that can possibly delay the project significantly. The ject manager has added this new regulation to the risk register. What should the project manager do next in this risk?
0	Request more funds to finish the project on time
Your	answer is correct  Conduct a qualitative and quantitative assessment
0	Inform the project sponsor

Come up with a response to the delay in the project schedule
Overall explanation
When a risk has been added to the risk register, the project manager should conduct both a qualitative and quantitative assessment before coming up with a risk response. If the response requires adding more money, the project manager should initiate a change request requesting more funds for the project. The project manager should assess the risk before informing the sponsor of the risk.
Question 113 Correct ^
The project manager is currently estimating how many programmers will be needed to complete the financial software upgrade project. What document can the project manager use to determine who is available to work on the project?
Your answer is correct
Resource calendar
Lessons learned register
O Project team calendar
Availability calendar
Overall explanation

The resource calendar shows the availability of resources, both physical and team. The lessons learned register is used to keep track of all new knowledge gained during the project. Project team calendar and availability calendar are made-up terms.

Question 114 Incorrect	^
In what process does a project manager determine the approach they will use to involve the stameet their expectations?	akeholders to
Your answer is incorrect	
⊗ Manage stakeholders engagements	
O Identify stakeholders	
Correct answer	
Plan stakeholders engagement	
○ Plan communications	

### Overall explanation

During the process of plan stakeholder engagement, the project manager will develop an approach to involve the stakeholders to meet their expectations, interest, and potential impact on the project. Identify stakeholders is establishing who the stakeholders are on the project and what their interests will be. Plan communications is to create a plan to ensure that all stakeholders are receiving the correct communications. Manage stakeholder engagement is done to communicate with the stakeholders to meet their needs.

**⊘** Question 115 Correct

The project manager is currently analyzing the requirements for the project. He has been informed that stakeholders will be very disappointed if there are defects in the deliverables. He decides to ensure that project team receives the right training and the best equipment available to build the deliverables correctly will in turn increase the overall cost of the project, but stakeholders do not mind the increase in cost describes this increase in cost?	at the ectly.
Expert judgement	
Your answer is correct  ✓ Cost of quality	
Cost of the requirements	
<ul> <li>Activities cost</li> </ul>	
Overall explanation  The cost of quality includes the cost of conformance, which includes funds spent to ensure the project meets the quality requirements. This generally includes the cost of better materials, more expert team members, and better equipment. Cost of resource requirements and activity costs are not valid elements. Expert judgement involves hiring subject matter experts to help plan a particular process.	S.
Question 116 Correct After the iteration has completed, where will the team inspect the methods they used to build that incre	^ ement?
○ Iteration backlog	
Your answer is correct	

teration review
teration planning
Ill explanation  Dispective is done after each iteration so the team can reflect and plan improvements for the next on.
e working on a project schedule, the project manager notices that activities A, B, and C all have a durated ays. The project manager also notices that activities F and G have a duration of 7 days. Activities A, C, G have a slack of 1 day. Activity B is the only one on the critical path. What is the slack on activity B?
day
Cannot be determined
Cannot be determined  2 days

Question 118 Correct While working on a project, the project manager asks the team to incorporate more of the user feedback into the deliverables. In an agile project, where do the customers give the team feedback on the product? Retrospective Sprint planning meeting Your answer is correct **Sprint review** Release feedback Overall explanation During a sprint review, the customers review the partially finished product and give the team their feedback. A sprint planning meeting is held to determine what requirements will be met in the next sprint. A retrospective is conducted to capture the lessons learned from the sprint. Feedback release is a madeup term. Question 119 Correct

The project manager is conducting a presentation with a few of the senior stakeholders, and they are not happy with the progress of the project. The project manager has informed them that the delay is due to a contractor

that was affected by a major flood a few weeks ago. What process does this best describe?

If an activity is on the critical path, it will have zero slack. Non-critical path activities will have a slack of at

least 1 day.

○ Control communication
Your answer is correct  ✓ Manage communication
○ Conduct communication
Plan communication management
Overall explanation  Manage communication is done in the executing section of the project to update the stakeholders on the project's progress. Plan communication management is used to create the communication management plan that describes how communication will take place on the project. Control and conduct communication are made-up processes.
Question 120 Correct  There have been many disputes on the project with the current contractor. The contractor claims the project team is always asking that work not be listed in the contract, and the team claims that the contractor has not been doing the work listed in the contract. What should the project manager do first?
Meet with the project team members to understand why they feel the contractor has not been doing the work in the contract
Contact claims administration

Meet with the contractor to understand why the team continually asks that the work not be listed in the contract
Your answer is correct  Review the contract
Overall explanation  The first step would be to review the contract to ensure he understands what the original agreement was, and then he should meet with the team and contractor. If needed, he should then contact claims administration.
✓ Question 121 Correct The project manager is working on a top-secret company project and would like to ensure all the correct security measures are in place for communications regarding the project. What tool should the project manage use?
○ Access controls
○ Encryption
Your answer is correct  Communication technology
Communication models

### Overall explanation

Communication technology factors include sensitivity and confidentiality of the information on the project, which will require the project manager to assess the security needs of the project information.

Communication models are used when looking at the communication processes. Encryption is not a tool in the PMBOK.

<b>▽</b>	Question 122 Correct	^
	While installing the new virtual server, the team discovers a new method that they can use on this project are future projects that can get the installation done in about half the time. This new method involves prepping server image and cloning the machines. What is the best project document for the team to update?	
	Opportunity register	
	○ Knowledge management register	
	Your answer is correct  Lessons learned register	
	○ Risk register	

### Overall explanation

Any time new knowledge is gained on a project, it should be added to the lessons learned register to be used throughout the project and on future projects. The risk register is used to list all the risks that can affect the project and how the project team would respond to them. Opportunity and knowledge management registers are made-up terms.

Question 123 Correct

	e project manager has been informed that the company's senior management would like a meeting about status of the project. What should the project manager take to display the current schedule of the project?
0	Gantt chart
You	r answer is correct
•	Milestone chart
0	WBS
0	Network diagram
	rall explanation
pres	lestone chart is a high-level view of major accomplishments on a project. These are best used when enting a quick view of data and the project schedule to management personnel. All other choices ld give you a detailed view of the project schedule and work.
Qu	estion 124 Correct
pro Wh	e datacenter redesign project is currently 30% complete. The project manager is not happy with the way cesses are being followed by the team in ensuring that the network wiring will meet its quality requirement at should the project manager do to improve the processes so as to meet the quality requirements with the work wiring?
0	Monitor and control project work
0	Control scope

Your answer is correct  ✓ Manage quality
○ Control quality
Overall explanation  Manage quality is an executing process where you will improve processes by conducting audits and process analysis. All other choices are monitoring and controlling processes that will be used to measure the work against the project management plan.
✓ Question 125 Correct While working on a project, the CEO of the company has informed you that he would like to terminate the project and have you work on a few other projects. What kind of influence does this best represent?
○ Outwards
○ Sideways
○ Downwards
Your answer is correct  ☑ Upwards
Overall explanation

Upwards influence is for stakeholders above you such as senior management. Downward influence is for those below you such as team members. Sideways influence is for those who are your peers such as other project managers. Outwards influence is for those who are external, such as vendors.

# Question 126 Incorrect One of the customers would like to add a new component to the project that would likely increase the functionality of the software. What steps should the customer take when adding this new component on an Agile project? Changes are not allowed on agile projects Your answer is incorrect Fill out a change request form **Correct answer** Add it to the product backlog Ask the agile project manager for permission to add it to the product backlog

### Overall explanation

When a customer would like to add a change to an agile project, they simply added to the product backlog. That new feature will then be prioritized based on its value in the product backlog.

### Question 127 Correct

The sponsor makes it clear that he does not want any of the team members to be overworked while working on a project. This means that no team member is allowed to work overtime. The sponsor is okay with the project

member is overworked?

Your answer is correct

Resource leveling

Free float

Resource smoothing

Lag

being delayed due to this. What technique can the project manager best implement to ensure that no team

### Overall explanation

Resource leveling is a technique used when resources are limited or over-allocated. Resource leveling ensures that no resource is assigned to more than one activity at a time, ensuring that no resource is overworked. Resource smoothing may accomplish the same task, but it only works if there is slack available on the activities. Free float is the amount of time you can delay an activity without delaying the next activity. Lag is the amount of time you need to delay an activity before the next activity starts.

### Question 128 Correct

While working on a complex software development project, the team is having a difficult time understanding a process used to code a particular report. They find the process to have many different paths and if/then scenarios. They have asked the project manager for a tool that can help them see the process on a large white board or on paper. What's the best tool the project manager can recommend for the team to help visualize the process?

Your answer is correct

Flowchart

○ Fishbone diagram
○ Histogram
○ Scatter diagram
Overall explanation  A flowchart is a tool that is used to help visually display a process. It can show decision points, loops, or paths. A scatter diagram is used to show a relation between two variables. A fishbone diagram is used to help identify potential causes of defects, and a histogram, such as a Pareto chart, is a bar chart that shows the frequency of things.
Question 129 Correct
While monitoring a large construction project, the project manager has calculated the SPI of the project to be 1.2. A contractor has informed the project manager that a delivery will be 1 week late. The 1-week delay is 10% of the project schedule. What would mostly likely happen to this project?
Your answer is correct
The project will finish ahead of schedule
The project will finish behind schedule
The project will finish under budget
The project will finish over budget

### Overall explanation

The current SPI is 1.2, which means the project is 20% ahead of schedule. A 10% delay should not cause this project to finish behind schedule. You cannot determine the project's budget from the information in this question.

# Question 130 Correct Project manager Mary was informed by the team that the constant conflicts in the project have slowed down the team so that they are now behind in the work. Mary is not sure what she did wrong while planning the project. She used a RACI chart to assign roles to each team member. She has assigned each activity to at least two people who will be held accountable for the work. What best explains the conflicts in the project? The team misread the RACI chart. Your answer is correct Only one person should be held accountable for an activity when using a RACI chart. A RACI chart is not a tool that you can use to assign work. Mary should have used more than just an RACI.

### Overall explanation

When using a RACI chart, only one person should be held accountable per task on the chart, which applies to using a kind of tool to assign resources. When more than one person is held accountable, the team members will blame each other for work that was done incorrectly or not at all.

Question 131 Correct

The datacenter redesign project has been executed and is currently 50% complete. One of the project's key stakeholders has submitted a change request to change the building's wiring from copper cables to fiber cables. The project manager has contacted a wiring contractor, who said it will take about 2 months to instal the fiber at a cost of \$2 million. What should the project manager do next?
O Deny the change due to the high cost
Deny the change due to the schedule
Your answer is correct  Submit the change to change control board
Update the project management plan
Overall explanation  Once a change has been assessed, the next step would be to get the change approved or rejected by the change control board. The project manager should not approve or deny changes without a response from the change control board. Once a change is approved, you can update the project management plan.
Question 132 Correct The project manager is currently reviewing all of the meetings that took place over the past few weeks to ensure that it was done according to the communication management plan. What process is the project manager currently conducting?
○ Conduct Communications
Plan Communications Management

○ Manage Communications
Your answer is correct   ✓ Monitor Communications
Overall explanation  Monitor Communications is where the project manager analyzes the project communications with the project management plan to ensure the communications are done according to the plan. Plan communication management is done to create the communication management plan. Manage Communications is where a project manager actually communicates with the stakeholders according to the plan. Conduct Communications is not an actual process.
✓ Question 133 Correct You have just been appointed the new project manager on a product upgrade project. One person in particular at the company feels like the project may cause them to lose their job. This person has expert knowledge of the current product and does not feel that it needs an upgrade. What would you consider this person on your project?
Your answer is correct  Stakeholder
○ Subject matter expert
○ Team member
○ Employee

### Overall explanation

A stakeholder is someone who is positively or negatively impacted by a project. In this situation, the person is negatively impacted. Team members do the work on the project. Subject matter experts are generally team members, and employees work for a business.

$\bigcirc$	Question 134 Correct	^
	While measuring quality on a project, the project team decided to just measure the quality as pass/fail. The team has determined that this is the best method because the deliverables are mostly functions that will not produce a correct result. What best describes this measurement?	
	○ Statistical sampling	
	○ Mutually exclusive	
	Statistical independence	
	Your answer is correct  Attribute sampling	

### Overall explanation

An attribute sample is a measurement that is usually pass/fail or good/bad. Statistical sampling is a measurement that is not just pass/fail; it also has a middle ground, such as good, very good, bad, or very bad. Statistical independence means that an outcome of two events cannot affect each other, and mutually exclusive is a term that is used when two events cannot happen at the same time.

✓ Question 135 Correct

A major portion of a large construction development project was completed by a contractor. The contractor has completed all the work listed in the agreement but also completed other work the contractor felt had to be done. The contractor is asking for more money that was not listed in the agreement, and the project manager feels that what they're asking for is too much for the additional work that was completed. What should the project manager do next?

Your answer is correct

Your answer is correct  ✓ Contact claims administration
Inform the contractor that the project does not have the additional funds to cover the work
Tell the contractor they should not have done additional work
○ Inform the sponsor
Overall explanation  When there is a dispute between a buyer and a seller for additional funds, the dispute should be resolved by going to the claims administration, who can then facilitate the dispute. The other choices will not resolve the dispute between the buyer and the seller.
Question 136 Correct The project team has just assigned costs to all activities on a project. They will now use these costs to find the overall budget of the project. What tool can the project team use to complete this task?
Expert judgment
Bottom-up estimation

Your answer is correct
Cost aggregation
<ul> <li>Parametric estimation</li> </ul>
Overall explanation
If the activities have been assigned costs, then the process of estimate costs has been completed. The next process would be to determine budget and use the cost aggregation tool to integrate all the activities into the overall budget of the project. The tools of bottom-up estimation and parametric estimation are not used to determine a budget. An expert may help in determining the costs, but not to aggregate them.
① Question 137 Incorrect
Over the last three weeks the project team has finally been able to establish a shared vision of what the product would look like when it is complete. This is an example of?
Correct answer
O Progressive elaboration
Requirements gathering
Your answer is incorrect
⊗ Progressive management
○ Shared vision

	Progressive elaboration occurs when more detailed information emerges over time.
7	Question 138 Correct
	The project team is working with the customers to write the user stories. The customers have refused as they claim this would add no value to the project. What would be the best step to resolve this?
	Your answer is correct
	✓ Educate the users why the user stories are valuable
	O Inform them user stories may not be needed

## Have the team write the user stories

Ask the agile project manager to write the user stories

### Overall explanation

Overall explanation

When managing an agile project, user stories will produce a lot of value to both the team members and the customers, as such it would be best to educate them on the value of the user stories.

### Question 139 Correct

A project manager on an agile project conducts planning at multiple points in time as the scope is refined and changed over the project lifecycle. This is known as?

Your answer is correct

	Rolling wave planning
0	Agile project planning
0	Progressive planning
0	Elaborate planning
	rall explanation ng wave planning is when planning is done at multiple points in time as data becomes available.
The stat	estion 140 Incorrect  project manager has decided that most of the stakeholders on the project would like to reference the tus reports for the project on the company's internal website on their own time. This would make it easier form, as it is very difficult to schedule a meeting with all of them at once. What type of communication best scribes this?
0	Interactive communication
Cori	rect answer Pull communication
	r answer is incorrect Push communication

O T	echnical communication
Overa	Il explanation
throug an em	ommunication is done when stakeholders access the communications on their own time, usually gh a web portal. Push communication is when communication is given to the stakeholders such as in ail. Interactive is when stakeholders are communicating in real time such as through a phone call. ical communication is a made-up term.
Ques	stion 141 Correct ^
instal	ng a new workstation rollout project, a stakeholder asked for a change to some of the software being lled. The change was submitted to the Change Control Board but was rejected due to the high increase in of the software being requested. What should the project manager do next?
O P	Perform additional analysis on the requested change
) U	Jpdate the issue log
○ R	Resubmit the change request for additional consideration
Your a	nswer is correct
<b>Ø</b> U	Jpdate the change log
Overa	Il explanation
	a change has been denied, the next step is to update the change log with the status of the change. an include whether it was approved or denied. Because this change was denied, it is not considered

an issue on the project. The Change Control Board has already denied the change, so there is no need to perform additional analyses or resubmit it.

<b>②</b>	Question 142 Correct
	The project manager and the team have worked many hours to calculate the amount of time it will take to conduct each activity. They would like to document some of the assumptions they made and the constraints they may face when the project is executed. What document will they use for this?
	○ Project schedule
	O Duration estimates
	○ Cost estimates
	Your answer is correct

### Overall explanation

The basis of estimates documents how the team arrived at their estimates regarding the project activities, such as assumptions, constraints, range of estimates, and the confidence level of the estimates. The duration and cost estimates will not have these components. The project schedule will outline how long the project will take, which includes a network diagram, Gantt chart, and the milestone chart.

### Question 143 Correct

The agile project team has completed the Sprint planning meeting. What would be the output of this meeting?

O Product backlog
○ Sprint requirements
○ User backlog
Your answer is correct  Sprint backlog
Overall explanation  The output of the Sprint planning meeting is the Sprint backlog which will outline all work to be done in the next Sprint.
Question 144 Correct While planning a project, the project manager is given many requirements that the customers would like to add to the project. Upon further investigation, the project manager decides that a few of the requirements will not be feasible within the limited time and cost allocated to the project. What document would best list the requirements that will not be added to this project?
Requirements documentation
Your answer is correct  Project scope statement
O Project Charter

○ Work breakdown structure
Overall explanation
The project scope statement includes a list of all the project deliverables as well as any requirements that should be excluded from the scope. Work listed in the work breakdown structure will need to get done on the project. The project charter has a high-level list of requirements. The requirements documentation lists requirements provided by customers that they would like to be done.
✓ Question 145 Correct
During the datacenter development project, the project manager has noticed that some of the work being done on the project is not in the baseline scope. The project manager has analyzed the work completed by the project team and then compared that to the project management plan to see where the differences are. What process best describes the work of the project manager?
○ Validate scope
○ Manage scope
Your answer is correct
<b>⊘</b> Control scope
○ Monitor scope
Overall explanation
Control scope is a process where you compare the work that has been completed to the project management plan to see if they line up. If there is a variance, the project manager should initiate actions to

fix the variance. Validate scope is a process where stakeholders formally accept the project deliverables. Monitor and manage scope are made-up processes.

# (!) Question 146 Incorrect While monitoring and controlling the project, the project manager and the team have consistently received broken equipment from a particular vendor. They have spoken with the vendor and implemented a new process that will ensure the equipment does not show up broken. This seems to have solved the problem. What is the next step the project manager should take? Solve the problem Correct answer Check the solution Investigate the problem Your answer is incorrect

Analyze the problem (X)

## Overall explanation

When encountering any problem on a project, the project manager should first identify the problem, define the problem, investigate, analyze, solve, and then check the solution. In this situation, the problem has already been solved, so the next step would be to check the solution to ensure the problem has actually been solved.

**Question 147 Correct** 

While conducting procurement on a project, the project manager has received many different bids with a wide variance of estimated cost for the work. What can the project manager use to best determine which vendor has given a realistic price?
Inspection and audits
○ Weighing system
○ Screening system
Your answer is correct  Independent estimate
Overall explanation  An independent estimate is usually done by an outside entity to help give the project manager a more independent understanding of what certain project work will cost. Inspections and audits are done after the seller is selected to ensure the work stays on contract. Screening and weighing systems are done to help select sellers.
Question 148 Correct  Mark is currently working on the workstation upgrade project. He has noticed there are three activities on the critical path, which are activity A, C, and D. Activity B has a slack of 2 and a duration of 4 days. Activity C has a duration of 3 days, and activity D has a duration of 6 days. What is the slack on activity A?
○ Cannot be determined
○ 4 days

○ 2 days
Your answer is correct  O days
Overall explanation  Activities on a critical path have zero slack. The question is trying to mislead you into drawing a network diagram that is not needed to determine the slack.
Question 149 Correct A project manager wants to ensure that the new cell phone the project is creating will beat or match the performance of new cell projects by other companies. What tool would be the best for the project?
○ Collect requirements
Your answer is correct  Benchmark
○ Meetings
O Plan quality management
Overall explanation

Benchmarking is a tool in plan quality that is used to compare best practices to other projects, either within or outside of the organization. Plan quality is a process, not a tool. Meetings are tools used by the project manager to interact with the project team and solve problems. Collecting requirements is a process, not a tool.

The project manager is currently working on a large building renovation project. The project done with planning when the project sponsor informs the project manager that due to new project will need to be completed within 6 months; if not, they will not be able to open the public. What best represents this?	regulations, the
○ Assumptions	
Deliverables	
Your answer is correct  ② Constraints	
○ Work packages	

## Overall explanation

Question 150 Correct

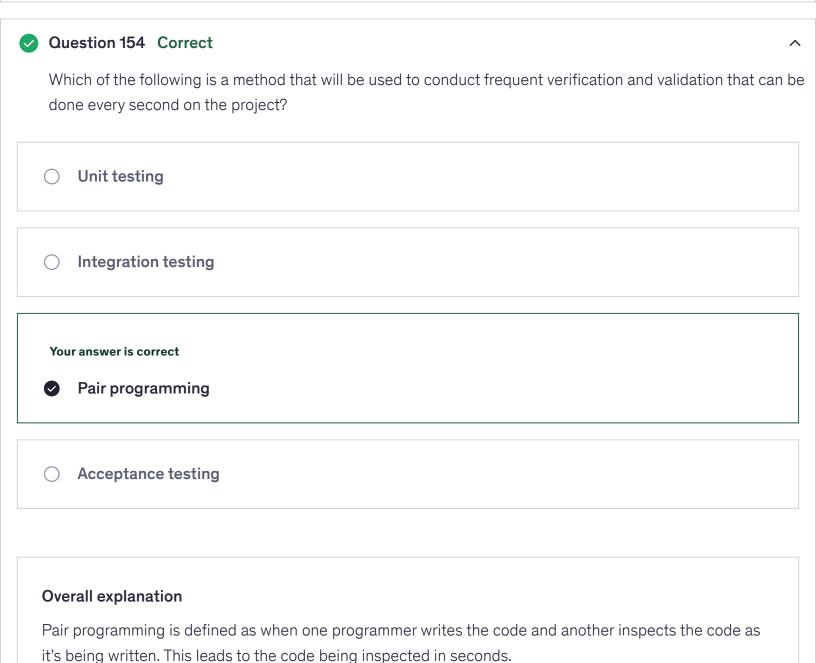
A constraint is something that limits a project, which can include time or cost. In this question, the constraint is a limitation on the time available to get the project done. Deliverables, assumptions, and work packages are not constraints on a project.

Question 151 Correct

When managing risks on a project, the project manager should be aware of the individual project risks and which other project risks?
○ Group project risks
○ High-probability risks
Your answer is correct  ✓ Overall project risks
○ High-level risks
Overall explanation  Risk generally falls into two levels on a project: individual project risks and overall project risks. All other terms are not different types of risks.
Ouestion 152 Correct
While planning a major network upgrade project, one stakeholder has given a requirement to upgrade the switches. The project manager has determined that this would be too costly to be included in the project and has decided to exclude it. What process will the project manager use to document this exclusion?
Your answer is correct       Define Scope
○ Collect requirements

○ Close project or phase
○ Create WBS
Overall explanation
The project scope statement would have a list of deliverables and include things such as acceptance criteria, exclusions, constraints, and assumptions. The scope statement is created in the process of define the scope. None of the other choices output the scope statement.
✓ Question 153 Correct
While working on an agile project, the sponsor would like to know how much work remains to be completed or the project. The project manager has scheduled a meeting with the sponsor for the next day. What tool would be best for the project manager to take to the meeting?
○ Project calendar
Earned value charts
O Pareto chart
Your answer is correct
Burndown chart
Overall explanation

A burndown chart is used on agile projects to show work that remains to be completed. A project calendar is an input, not a tool. A Pareto chart is used in quality management to show what issues might be causing the most defects in a project. It displays the 80/20 rule. Earned value charts is a made-up term.



## Question 155 Correct

The project team and the project manager held a meeting to discuss a few issues related to the project. The meeting was very productive and led to most of the issues being resolved. A few weeks later, one team member brought up one of the issues that was resolved in the previous meeting as being unresolved. The project manager reviewed the meeting documentation and determined that the issue was resolved, but the team

Your answer is correct  Distributed detailed meeting minutes
Distributed a meeting agenda
Ensured that the meeting stayed on topic
Made sure the meeting was timed
Overall explanation  While all the choices should be done for meetings, in this scenario, the project manager may have failed to distribute the meeting minutes. That would explain why a team member didn't think an issue was resolved during the meeting.
Question 156 Correct The project planning has been completed for the office renovation project. The project management plan has been approved by the sponsor and senior management. What should the project manager do next?
Your answer is correct  Hold a kickoff meeting
○ Inform senior management

<ul> <li>Update the functional managers</li> </ul>
Get all deliverables accepted
Overall explanation
A project kickoff meeting is generally done after planning a large project to bring the team together and inform them of the project requirements. There is no need to inform senior management, as they approved the plan.
Question 157 Correct
The project team has been working very hard over the last 4 months to program the financial application and has completed it. The project manager has informed the team that the quality control team will be inspecting it next. What process group best describes what the team has done so far?
O Planning
Monitoring and controlling
Your answer is correct
Executing
○ Closing
Overall explanation

In the executing process group, the team completes the deliverables. During the monitoring and controlling processes, the deliverables are accepted by the stakeholders. During the planning process, the project management plan is created. During the closing process, the project or phase is brought to formal closure.

Question 158 Correct What is considered the single most important skill a project manager should have?
Your answer is correct  Communication
○ Technology
Expert judgment
○ Business
Overall explanation  Effective communication is the single most important skill a project manager should have. Projects are done by people, not technology.
✓ Question 159 Correct Which of the following is an XP practice that helps to create a shared vision between the developers and the customers?
○ Retrospectives

Iteration review meeting
O Daily standup meetings
Your answer is correct  Metaphors
Overall explanation  A metaphor is using XP to explain designs and create a shared vision between customers and the development team.
Question 160 Correct The product owner has informed the project manager that all items in the product backlog are valuable and they should all get done. How should the agile project manager respond?
Agree with the product owner and try to immediately complete as many of the backlog items as possible
Inform the project team that all items should get done immediately
Your answer is correct  Educate the product owner on the benefits of prioritizing the product backlog
O Prioritize the items himself

Part of being an agile project manager is to be an advocate for agile processes. This includes educating and teaching stakeholders on the benefits of agile. Agile principles state only the product owner can prioritize the product backlog.

## (!) Question 161 Incorrect

The project team has just started to code a redesigned accounting application when a key stakeholder asks for the application to include a very specific report on the company's expenses. The stakeholder has submitted a change request to the project manager. What would be the most important input to consider for this change request?

#### **Correct answer**

Work performance reports

### Your answer is incorrect

**⊗** Accepted deliverables

Work performance information

Work performance data

## Overall explanation

Work performance reports are an input to the process of performing integrated change control, as it will show the overall status of the project. The other choices are not inputs to this process.

has le	led they will have to choose a new electrical contractor due to the fact that the recommended contractor egal issues with the local building department. The legal issues could cause the project to be delayed. risk response does this represent?
() E	Exploit
○ A	Accept
○ N	/litigate
	nswer is correct Avoid
Avoida Since taking	Il explanation  ance is when you go down a different path all together. The risk is eliminated and cannot happen. they chose another contractor, they cannot get delayed by that particular contractor. Acceptance is no action against the risk and accepting the outcome. Mitigation is done to reduce the risk bility and/or impact. Exploit is for a positive risk that will ensure the risk takes place.
The p	stion 163 Correct  project manager has to present a risk assessment to senior management and has decided to take the monical representation of the probability and impact assessment. What tool should the project manager use
	nswer is correct Bubble chart

While planning the risk responses for a construction project, the project manager and project team have

○ Risk register
○ Pareto chart
Risk summary chart
Overall explanation  Bubble charts are tools in the perform quantitative risk analysis process and can show the probability, impact, and ranking of risk. The risk register is not graphical. Pareto charts are used for quality, not risk. Risk summary charts is a made-up term.
✓ Question 164 Correct The project manager has been informed that the cost of building a new room in the office will be \$15,000, +/-65%. The project manager wants to know why there is such a large variance in the estimate. The builder said they have not seen the space and it's just a high-level estimate. What kind of estimate does this best represent?
O Detail estimate
Your answer is correct  Rough order of magnitude estimate
O Definitive estimate
Materials estimate

A rough order of magnitude estimate has a variance of -25% to +75%. It is usually done in the early phases of the project. Definitive estimates are between -5% to +10%. Detail estimate and materials estimate are made-up terms.

(i)	Question 165 Incorrect	^
	Senior management would like your project to have as few risks as possible. Which of the following contract best meets their criteria?	S
	Your answer is incorrect    Cost plus fixed fee	
	○ Cost reimbursable	
	Correct answer  Fixed price	
	○ Time and material	

## Overall explanation

A fixed price contract will have the lowest risk for the project, since the costs of the labor and material are known up front. All other contracts, such as cost reimbursable and time and material will have more risks for the buyers than the sellers. A cost plus fixed fee contract is a type of cost reimbursable contract.

The project has just been initiated, and the project sponsor calls the project manager to ask approximately when he thinks the project will be completed. The project manager replies that they have been unable to thoroughly analyze the work needed to complete the project and that he is not very knowledgeable about this kind of work. The sponsor insists on receiving a high-level estimate. The project manager responds that it will take approximately 3 months to complete the work based on his experience working on a project very similar to this one. What technique best represents this estimate?

You	ur answer is correct
•	Analogous estimates
0	Parametric estimates
	Bottom-up estimates
	Evportiudgement
O	Expert judgement

## Overall explanation

Analogous estimation, also known as a top-down estimate, is usually a high-level estimate that is based on previous projects. These estimates are done very quickly, but they're generally less accurate than others. Bottom-up estimates, parametric estimates, and expert judgments will need a lot more planning and understanding of the work to be completed, but they are considered very accurate.

## Question 167 Incorrect

Project manager Mark is currently working on a new office automation project and is consistently being asked for updates and meetings with the project sponsor. Mark informs the sponsor that the constant meetings disrupt his work, and his project is starting to fall behind schedule. The sponsor responds by saying that that is his management style. What best describes the sponsor's management style?

$\bigcirc$ T	heory Z
--------------	---------

Correct answer
○ Theory X
Your answer is incorrect
Maslow's hierarchy of needs
Overall explanation
Theory X is a management theory in which the manager does not trust his or her workers and will
micromanage them. This theory generally leads to the team being unhappy. Theory Y refers to when a
manager believes people want to do the work and trusts them. Theory Z refers to when employees are
committed to a business and will generally stay with that business for a long period of time. Maslow's
hierarchy of needs specifies what a company must have in order for employees to stay motivated.
✓ Question 168 Correct
After a project manager is assigned to the project with the project charter, he continues to identify the stakeholders on the project. In this process, he creates the stakeholder register. Which of the following
statements about the stakeholder register is false?
It classifies the stakeholders
It contains a list of all stakeholders on the project
Your answer is correct
✓ It's only updated in the initiating phase of the project

It's updated throughout the project
Overall explanation
The stakeholder register is updated throughout the project, not just during the initiation phase of the project. All other choices are true.
✓ Question 169 Correct ^
The team is concerned with the quality of the product about to be created by the project. What statement about quality management is true?
○ Low-grade, low quality is okay
○ High-grade, low quality is okay
Your answer is correct
✔ Low-grade, high quality is okay
Inspection leads to less prevention
Overall explanation
A low-grade, high-quality project is acceptable. The grade just represents the number of features a project had. Low quality is never okay. Prevention leads to less inspection.
① Question 170 Incorrect

sta ch	nile working on a complex web design project, the manager has received a change request from a senior akeholder to fix a problem with the current intranet server. The project manager has determined that this ange is outside the scope of the project and is not covered by the work listed in the project charter. What ould the project manager do next?
0	Inform the stakeholder that the change will incur a significant cost and time increase
Co	rrect answer
0	Inform the stakeholder that this change request should be considered a new project
You	ur answer is incorrect
$\otimes$	Pass the change to change control board
0	Ignore the change request
Ove	erall explanation
pro	nough all change requests should be considered by the project manager, they should be related to the ject work. No change should be approved if it is outside the scope of the project charter, since that all not be considered work within the current project.
Qı	uestion 171 Correct
the	e project manager and team have decided to hire a contractor to complete the installation of the servers for e system's upgrade project. The terms of agreement have the contractor being paid on a monthly basis unti- e work is done. During what process will the contractor payments be made?
0	Plan procurement management

○ Manage procurement
○ Conduct procurement
Your answer is correct  Control procurement
Overall explanation  Control procurement is when the agreement has already been signed, the contractor is completing the work, and the contractor should be paid according to the terms in the contract. Plan procurement management is done to select what needs to be procured and how to conduct the procurement. Conduct procurement is done to select a seller and award a contract. Manage procurement is not a PMBOK process.
Question 172 Correct ^
✓ Question 172 Correct While constructing a new office space, the sponsor has requested the project manager complete the project sooner. While analyzing the work, the project manager has noticed that some of the work can start before the predecessor work is done. What can the project manager do in this scenario to complete the project sooner?
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Add slack times between project activities
Overall explanation
A lead is an overlap between project activities. This means that work will start before the predecessor work is done. Lag time will add a delay between activities. Slack is the amount of time you can delay an activity without delaying the project. Reserves are the additional time added to the activities to account for risk.
Question 173 Correct ^
Which of the following is not a principle of agile planning?
○ Engage stakeholders
Conduct planning throughout the project
Your answer is correct
Conduct most of the planning at the beginning
○ Engage the project team
Overall explanation
On the traditional project most of the planning is done on the beginning, while agile projects are planned throughout the project with the help of all stakeholders.

	Direct and manage project work
0	Verify scope
0	Update project management plan
0	Update change log
Onc impl	rall explanation e a change has been approved, it is then moved to the direct and manage project work process for ementation. Verify scope is done when all the deliverables are completed and require stakeholders' eptance. Update project management plan and change log are not processes.
	estion 175 Correct

Question 174 Correct

○ Control Resources
Acquire Team
Your answer is correct
✓ Manage Team
Overall explanation  In the process of manage team, the project manager has to resolve issues and conflicts among the project team. This is done using the tool interpersonal and team skills, particularly conflict management. Acquire team is not a process in the PMBOK. Control resources is a process that involves physical resources, not human resources. Control scope is about preventing scope creep and ensuring the project meets the scope.
✓ Question 176 Correct The project manager is having a difficult time keeping the project on plan. There are many changes regarding the project scope, which has led to an increase in the project budget. Management would like a reason why there have been so many scope changes on this project. What would most likely cause many scope changes of a project?
The project manager does not have enough training.
Spent too long creating the project schedule and not enough time on the scope.
Management did not approve the project.

You	ur answer is correct	
•	Did not gather detailed requirements.	
Ove	erall explanation	
it's ı	nerally, if a project manager finds themselves with many scope changes when the project is executed, most likely that they did not gather the requirements adequately from the customers. The other ices cannot be selected because the question does not give enough information regarding them.	
Qu	estion 177 Correct	^
Wł	nat is the difference between the product backlog and the iteration backlog?	
0	The product backlog contains all work needed to be completed on the project, and the iteration backlog will contain the steps needed to complete the work	
0	The product backlog contains the work that the project team will do in the next iteration, and the iteration backlog will contain all the steps needed to complete the work	
$\circ$	The product backlog and the iteration backlog will outline the steps needed to manage the product and iteration	
You	ur answer is correct	
•	The product backlog contains all work needed to be completed on the project, and the iteration backlog will contain all work that will get done in the next iteration	

The product backlog will contain all the work needed to complete the project, while the iteration backlog will contain the work that will get done in the next iteration.
Question 178 Correct ^
The project manager has acquired the project team members and is starting to work with them to complete the project work. During this process, the project manager has utilized a variety of rewards and recognition theories to keep the team motivated. What is the output of this process?
○ Training
Your answer is correct
✓ Team performance assessments
○ Virtual teams
O Individual and team assessments
Overall explanation
The process being completed in this question is develop team. The output is team performance assessments. All other choices are tools in this process.
✓ Question 179 Correct ^
Managing a project can be a very complex task that involves identifying and managing all the stakeholders on the project. The project manager spends 90% of their time doing what important task?
O Determining how much an activity will cost

O Determining how long it will take to finish an activity
Determining the needs of the stakeholders
Your answer is correct
<b>⊘</b> Communications
Overall explanation  Communications generally take up 90% of the project manager's time. This generally includes various types of meetings, discussions, negotiation, and problem solving. A project manager does not determine how much an activity will cost or how long it will take; that is generally done by a subject matter expert.
Question 180 Correct During a new smartphone development project, the customers are given a prototype of the product for them to demo. They inform you that the phone constantly reboots, and sometimes the touch screen does not work. What tool can the project team use to find the reasons for these defects?
○ Inspections
Assumptions analysis
○ Histograms
Your answer is correct  ✓ Ishikawa diagram

An Ishikawa diagram, also known as a cause-and-effect diagram, is used to list the many different probabilities for a project's defect. Assumptions analysis involves analyzing assumptions, histograms are used to show the frequency of defects, and inspections are used to see if a deliverable has met its requirements.

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