

executives

The project manager realizes two additional workers are needed for a project. Which stakeholder would the project manager work with to gain budget and resources for the project?

Who would the project manager work with to hire new personnel or contractors to fill an open position to meet resourcing needs? *HR*

Which of the following terms describes a set of project management guidelines, best practices, and processes that make project management more effective within cost, scope, and time constraints? *PMBOK*

Which of the following terms best describes a project management methodology that addresses the inflexibility of waterfall's long and strict project phases by having short development sprints? *Agile*

Which project methodology is focused on minimizing the waste of resources and time? *Lean*

Which of the following terms describes a trend in project management that include traits such as emotional intelligence, conflict resolution, communication, negotiation, and mentoring? *soft*

Which of the following terms describes traditional project management? *sequential*

As a project manager, you will need to estimate how long tasks should take to create a project plan and help team members manage due dates. Which soft skill best describes this project management skill? *Time management*

As a project manager, you will keep up with many small parts of a project, like spreadsheets, project tracking software, and detailed plans. What trait best describes the ability to oversee all of these components in a project? *detailed oriented*

What skill is a project manager using when they ask clarifying questions to understand better how to solve an issue blocking progress on a deliverable? *communicator*

What skill is a project manager using when resolving a problem between two teams to keep the project on track? *conflict management*

A project manager uses project management software that tracks risks and issues and provides a dashboard to communicate project status with all stakeholders. Which phase in the project management lifecycle would the project manager use this software in? *Pr. Monitor & Track*

A project manager meets with the development team, product owner, and stakeholders to review the work that was completed during the sprint. What type of meeting is this? *Review*

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Which of the following careers is considered the most senior-level position in project management? *Director of PM*

Which of the following are specialized skills that you will need as a project manager unique to the finance industry?

*Financial analysis,
budget, Forecast*

identifying gaps - optimizing

Which of the following is a responsibility of an IT project manager that overlaps with the responsibilities of a non-IT project manager?

A recently completed risk audit discloses several new risks resulting from implementing a risk response. The response attempts to mitigate a legal condition that led to potential fines. The response needs to be revised. Some fines are prevented, but other fines are incurred. The project manager documents a new risk because of this response failure. The team determines that the updated response could lead to new legal ramifications if executed. What two ways would you categorize these new risks? *residual & secondary*

A project manager conducts frequent brainstorming sessions to gather marketing information on new product offerings. Stakeholders complain that they need more time to prepare for these sessions and request an overview of what the team would brainstorm a few days before each meeting. Which technique would satisfy this need? *Brain writing*

Which two statements are true regarding the need to perform periodic risk reassessments?
• risk monitoring
• current risk upd.

What is the primary purpose of a periodic risk audit? • evaluate

Project managers normally conduct risk audits during which project lifecycle phase or process group? *monitoring & controlling*

A lifecycle is a series of phases a project passes through to meet project requirements. On which methodology is the current Project Management Institute (PMI) predictive lifecycle based? *PMCA*

Artifact is a term used in adaptive project management defined as templates, documents, outputs, or deliverables. Which two choices do we consider key artifacts when managing an adaptive project?
• increment
• sprint backlog

The initiating process group is the first phase in the PMI project lifecycle. Which is a key output of the initiation phase? *Stakeholder register*

A project management team worked hard and long to finalize the project management plan. The project sponsor requested a few modifications but approved the plan. What is the next step the team must take? *conduct kick-off meeting*

The six-month business application project is close to being completed. What are two key outputs that will result from project closure activities?
• lessons learned
• prod. transition

Communications planning is underway to support the project. The team is analyzing the need to send the right amount of information at the right time to the right people. In addition, they are discussing the training required to leverage better scheduling models used to support the project. Which two technological factors are the team analyzing?
• ease of use
• urgency

PMI defines four values that drive effective communications in its Code of Ethics. Which two values does the Code of Ethics cover?
• respect
• fairness

PMI adapted a team charter to aid a team in developing ground rules to guide team behavior. What are two recommended areas for norms?
• team agreement
• conflict resolution

The team identifies risks that may impact a newly approved construction project. The team first identified the risks in the original business case, which determined that a project was required. Where will these risks first be documented? *Project Charter*

Which of the following describes the types of skills that include the ability to lead a team and overcome challenges the team comes across while working on a project? *Leadership*

Which of the following is a career path that can be described as strategically managing several projects, analyzing the business benefits of a program, and managing multiple project dependencies? *Program Manager*

You have been tasked with creating a social media campaign on one social media channel for a new product that a company is launching in two months. *A project*

Which of the following terms best describes modern project management? *flexible*

As a project manager, you must communicate with internal teams and stakeholders in a respectful and inclusive way. Which soft skill best describes this project management skill? *Buiding relationships*

A project manager meets with the internal team at the end of a sprint to review processes, planning, communication, and collaboration during the sprint. Which of the following types of meetings is this? *Sprint Retrospective*

A project manager facilitates regular meetings with stakeholders, keeps detailed agendas and notes to discuss, and shares a dashboard with the project's status. Which phase in the project management lifecycle would this dashboard be necessary? *Monitoring & reporting*

Which of the following is a senior-level career that can provide strategic directions for a company's projects by defining how those projects fit into the business's strategy and goals?

The Waterfall approach relies on phases such as *designing, coding, testing, Director*

Which answer describes a core principle of Kanban? → *visualization of work*

Which statement best describes minimum viable product (MVP)? *cheapest & earliest*

The key goal of scrum is to build a *potentially shippable pr. with every iteration*

What is the role of the Scrum product owner? *liaison*

What is the role of the Scrum master? *Coaches the team*

Which answer describes the Scrum team? *work off the plan, assigns it to themselves*

What are the three Scrum artifacts? *product backlog, sprint backlog, done increment*

Select the correct statement regarding Dev Ops and Agile team alignment. *all above*

Select the correct statement regarding Scrum. *sprints & roles*

Which answer is valued and emphasized in Agile? *adaptive planning & early delivery*

How is the waterfall method different from Agile? *waterfall has phases*

How is Scrum different from Kanban? *Scrum has roles*

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What happens to sticky notes on a kanban board? *→ show progress*

INVEST says stories should be _____. *independent*

Select the correct statement regarding product backlog. *- ordered by importance*

Who has the key role at the backlog refinement meeting? *refining backlog*

What is velocity in terms of sprint planning? *single sprint*

You measure story points completed vs. story points remaining for a sprint using a burndown chart.

What is a sprint review? *LIVE demonstration meeting*

Are customers invited to the sprint review? *Yes, long*

Select the correct statement regarding the sprint retrospective. *reflect & speak*

Which of the following is a key question to ask during the sprint retrospective? *What should we change?*

Select the statement that describes an end of sprint activity. *done → closed*

What do development team members do daily? *take highest priority*

What is the main purpose of the daily stand-up? *to each briefly report*

What are the three key questions each team member answers at the daily stand-up meeting? *What did I do yesterday?*

What is a burndown chart? *all*

no specific what to do

What is the difference between vanity metrics and actionable metrics?

Which of these metrics measure how quickly you recover from failure? *Mean time to recovery*

When a sprint finishes, how do you handle unimplemented stories? *move to P*

When a sprint finishes, how do you get ready for the next sprint? *all*

Who generally is responsible for writing user stories, and where are they placed when validated? *Project owner + Product backlog*

Which of the following does the team generate which reflects tasks required to complete a user story? *Sprint backlog*

Which of the following terms are deliverables from each iteration that are produced and delivered to the customer for feedback through a product demo or review? **increments**

Which of the following statements about the monitoring and controlling process group is TRUE? **minor defects**

The team develops all required deliverables and performs Quality Assurance functions to prevent defects. Which process group best fits the description? **Planning process group**

ease of use
Many project team members complain that the team is not proficient in using all systems and applications. The team feels training is needed. Which technology factor is being addressed?

forced/烈A key stakeholder is unhappy with a project manager's conflict resolution approach. The project manager pushed their viewpoint at the expense of the stakeholder. The stakeholder left feeling they had no say in the matter. What concept is shown in the scenario?

Mary has a meeting with stakeholders. She emphasizes areas of agreement rather than differences. She postpones satisfying her needs to maintain harmony and relationships. What concept is shown in the scenario? **Smooth/accordance**

The duty to understand the truth and act truthfully in our communications and in our conduct reflects which aspect of the Project Management Institute (PMI) Code of Ethics? **honesty**

A project manager is sending communications to one or multiple parties and will not receive any acknowledgment that the communications were read or understood. What communications method is this project manager using? **anticipate + ensure**

The communications management plan is complete, and the project manager moves the project to the executing phase or process group. On what process does the project management team now focus? **Manage communication**

A project manager uses a conflict resolution technique that is not optimal but often necessary. Each party receives something but must give up something in return. This technique may lead to buyer's remorse. Which of the following techniques is described? **compromise / Recomp.**

Ram uses a conflict management technique that incorporates multiple viewpoints and shows a cooperative attitude to solve the conflict. Ram wants to strive for consensus and commitment. Which of the following techniques is Ram using in the scenario? **Collaborate / Prob. Solve**

Which role and responsibility would not be a consideration when implementing a predictive project? **Responsibility**

You are communicating with a stakeholder with high power and low interest in the project. Which strategy is most appropriate to manage and engage with this customer? **keep satisfied**

Which of the following documents can a project manager use to define current and desired stakeholder commitment levels and develop strategies to adjust the commitment levels? **engagement plan**

A project management trainer describes key strategies to attain desired levels of stakeholder commitment. Which two strategies should be on the trainer's list? **Share**

A project manager must define and document ground rules and norms to guide the team's behavior. Which tool is best to achieve this goal? Team charter

Which of the following is a common method project managers use to define stakeholder responsibilities? RACI

A project management trainer is describing key strategies to attain desired levels of stakeholder commitment. What two strategies should be on the trainer's list? (Choose 2) Shares X2

Which of the following best describes the closing process group? Sign-off ^{prebon}

Which of the following best describes the initiating process group? Pr. charter ^{(D) Stakeholder engg}

Who writes user stories, and where do they place them when validated? Pr Owner \rightarrow product backlog

The project team is building high-priority deliverables for the project. In what phase of the project are they performing critical quality assurance activities to ensure the team follows standards and prevents potential defects? The executing phase

Tomorrow is a big day. The project sponsor has just approved the project, and the project manager is building an agenda for a kick-off meeting. In which of the following phases does the kick-off meeting occur? Planning phase

Which two documents does the project manager complete during the project initiation phase? Pr. Charter ^{Stakeholder register}

Which of the following are the two most common lifecycle categories project managers use in project management? Adaptive + Predictive

A product owner meets with a key customer and determines their requirements. The project manager documents these requirements in the form of user stories. Where will these user stories be held for implementation? Product backlog

A project manager reviews key documents created in the initiating phase or process group. Which two documents should not be part of this review? WBS, Project Management Plan

The sponsor approves the project charter, and planning is underway. Which of the following baselines is the first planning target to complete and gain approval and acceptance of? Scope baseline

The primary focus of the project executing phase is the production of which of the following? deliverable

Your team receives a deliverable and is about to transfer it to quality control. What is not true about quality control? prevent defects from occurring

A project manager receives a verified deliverable. Which of the following steps should be taken next? Validate scope to gain acceptance

A project manager conducts lessons learned sessions with the project team. Which of the following questions does not need to be addressed? What are the next steps?

Which of the following models does the product backlog follow? DEEP

The communications model illustrates communications from the sender's message to the receiver's receipt. Which of the following is the most challenging aspect of this model? **Noise**

The project is progressing. What are two documents that will require updates to maintain currency throughout the project? • availability & reliability • pr. environment

A project manager is reviewing the communications model. Which challenge will be the most difficult to manage? **communication blockers**

A project to repave a parking area to accommodate increased customer traffic listed weather as a risk. The team believes there is a way to predict severe weather before it occurs. These include weather reports, radar, and line of sight. Which term are these early warning signs defining? **Trigger**

A risk owner developed a risk response that increases the number of materials ordered to guard against shortages. A functional manager stated that the extra materials would cost about \$10k. The risk owner proposes a material increase to mitigate the risk of incurring \$5k in teamwork stoppages. The cost of this response exceeds the risk it is meant to prevent. What type of risk is this scenario describing? **secondary risk**

Which two statements are accurate when defining a project risk management approach?

risk owners are primarily resp.
risk scores may change

What is the project charter?

Select all project management process groups (multiple options).

Burndown charts are used for? **completed vs remaining** **story points**

Select which security requirements should be taken into account when managing projects (several options).

Select what attack vectors exist for PM? (Several variants)

What are the risk management strategies? (Several variants)