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(PMP)

Project Management Professional

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Question: 1

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

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

Answer: D

Question: 2

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

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

Answer: B

Question: 3

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

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

Answer: C

Question: 4

A project team has expressed concern that certain remote team members are not able to collaborate with the larger project team due to their work schedule. The project manager is confused since the entire team is located in

the same time zone and believes there are other factors at play. What should the project manager do next?

- A.Implement new options
- B.Examine the team's virtual needs
- C.Rectify ground rule violations
- D.Review performance formally

Answer: B

Question: 5

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

- A.Review and reassign team assignments
- B.Facilitate communication and team building
- C.Negotiate for new team members
- D.Review and update the communications management plan

Answer: B

Question: 6

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

- A.Request the scrum team to prioritize the product backlog
- B.Ask the product owner to prioritize the backlog with the project team
- C.Call for an internal meeting to discuss the changes and their value
- D.Incorporate the changes in the last sprint before the first release

Answer: C

Question: 7

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

- A.Performed a Scrum of Scrums on a regular basis to help the teams remove impediments
- B.Formed a separate quality assurance team to test all items coming from each team at the end of each sprint
- C.Arranged an online session on the integration concept and suggested tools to the teams
- D.Ensured frequent and continuous integration of work to obtain early feedback and continuous learning

Answer: D

Question: 8

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

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

Answer: D

Question: 9

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

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

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

Answer: C

Question: 10

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

What should the project manager do first?

- A. Review the scope and project objectives.
- B. Enforce the penalty clause on the supplier.
- C. Take action to reduce the cost overrun.
- D. Work with the client on the scope completion.

Answer: A

Question: 11

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

What should the project manager do?

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

Answer: C

Question: 12

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

- A. Work with the project manager to develop a new approach that will bring benefits to the project
- B. Suggest using an agile approach since customer and team collaboration is critical for project success
- C. Establish a project management methodology that requires the customer to provide daily updates to the team
- D. Provide a project management template for the project manager to follow as a guide

Answer: B

Question: 13

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

What should the project manager do?

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

Answer: D

Question: 14

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

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

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

Answer: D

Question: 15

A project manager is reviewing the requirements of a large program. Which requirements should the project team prioritize to avoid getting fines?

- A. Certifying sustainable products
- B. Establishing company processes
- C. Complying with new regulations
- D. Developing new product lines

Answer: C

Question: 16

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

- A. Changed the duration of iterations to deliver more value
- B. Validated the iteration goals with the customer
- C. Invited the customer to the daily meetings
- D. Helped the team redefine the MVP

Answer: A

Question: 17

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

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

Answer: D

Question: 18

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

- A. Create a project steering committee aligned with existing organizational structures.
- B. Develop a detailed project management plan to share with project resources.
- C. Develop a detailed risk log and share it with all of the project stakeholders.
- D. Appoint a self-organizing project team that is not influenced by organizational factors.

Answer: A

Question: 19

A team working on a close deployment waits to receive critical information from the customer. The customer keeps postponing sending the information which is delaying the deployment. What should the project manager have done to prevent the delay?

- A. Obtained all critical information ahead of time
- B. Involved the customer in the deployment process
- C. Used the sample data already in place
- D. Involved upper management in the process

Answer: B

Question: 20

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

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

Answer: C

Question: 21

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

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

Answer: D

Question: 22

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

What should the project manager do?

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

Answer: B

Question: 23

A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout.

What should the project manager do?

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

Answer: D

Question: 24

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

What was the project manager demonstrating?

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

Answer: B

Question: 25

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

How should the project manager support this team to succeed?

- A. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.
- B. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and

targets.

C.Work with the team members to define the overall objective and support them to engage around the goal.

D.Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.

Answer: C

Question: 26

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

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

A.The project manager did not follow the normal hiring process with the engineer's functional manager

B.The engineer has "project burnout" from working long hours and solving difficult problems

C.The engineer did not feel welcome or enjoy working with the other project team members

D.The project manager did not sufficiently support and recognize the engineer's professional growth

Answer: B

Question: 27

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

How should the project manager address the situation?

A.Agree with functional management and team members on a vacation schedule that would minimally impact the project schedule

B.Submit a formal request to senior management asking them not to proceed with this decision based on the impact it will have on the project

C.Push out the project timeline according to the vacation plan in place based on the recent company policy

D.Discuss the vacation plan and include scheduling changes in the change log database

Answer: D

Question: 28

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

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

A. Send a warning to both team members indicating that if the issue continues, both will be removed from the project

B. Escalate both team members to their respective functional managers and let them take the appropriate actions

C. Contact the functional managers to request substitutes for the conflicting team members

D. Schedule a meeting with both team members to understand the issue and facilitate a solution that satisfies both parties

Answer: D

Question: 29

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

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

Answer: A

Question: 30

A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications. What should the project manager have done to avoid this issue?

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

Answer: C

Question: 31

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

- A. Identify levels of decision-making authority
- B. Evaluate demonstrated task accountability
- C. Determine the appropriate approach
- D. Analyze team member influence

Answer: C

Question: 32

While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere. What should the project manager do to ensure a smooth delivery of the product?

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

Answer: D

Question: 33

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

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

Answer: D

Question: 34

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

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

Answer: A

Question: 35

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

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

Answer: B

Question: 36

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

How should the project manager respond to this requirement?

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

Answer: A

Question: 37

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

How should the project manager ensure the work continues smoothly?

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

Answer: D

Question: 38

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to analyze team performance? (Choose two.)

- A. Burndown chart
- B. Product backlog burnup chart
- C. Cumulative flow diagram of completed features
- D. Work breakdown structure (WBS)
- E. Project schedule

Answer: AC

Question: 39

A project manager is working with the team to deliver a project in a company that uses different delivery methods.

The project manager is concerned about the communication channels currently suggested by the project management office (PMO) because some information is taking too much time to reach the team members, causing negative consequences for delivery.

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

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

Answer: A

Question: 40

Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised. What should the project manager do to ensure success of the project?

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

Answer: A

Question: 41

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

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

Answer: D

Question: 42

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

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

Answer: C

Question: 43

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

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

Answer: D

Question: 44

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

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

Answer: B

Question: 45

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

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

Answer: A

Question: 46

A customer has provided excellent feedback on the project. However, a key project resource is leaving the company.
Which measure should mitigate the impact of this key resource's departure?

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

Answer: A

Question: 47

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

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

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

Answer: D

Question: 48

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

What should the project manager do?

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

Answer: C

Question: 49

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

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

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

Answer: A

Question: 50

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

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

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

Answer: B

Question: 51

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

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

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

Answer: C

Question: 52

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

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

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

Answer: D

Question: 53

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

What should the project manager do next?

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

Answer: B

Question: 54

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

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

Answer: B

Question: 55

The project manager is reviewing a project's progress and notices that one of the risks has become an issue. What should the project manager do to address the situation?

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

Answer: D

Question: 56

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

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

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

Answer: A

Question: 57

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

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

Answer: B

Question: 58

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

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

Answer: A

Question: 59

A technician is scheduled to install internet service at the homes of three remote call center agents who have different working schedules. Their functional managers arranged time off to allow time for installation and testing. The carrier sends an email to the project manager stating that one appointment is delayed for 2 days. What does the project manager need to do now?

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

Answer: C

Question: 60

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

- A. Ask the team member to bring up the concern in the next daily meeting

- B. Send an email explaining the issue to all team members
- C. Reassign the task to another team member
- D. Move the task to the next sprint

Answer: A

Question: 61

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

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

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

Answer: A

Question: 62

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

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

Answer: C

Question: 63

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

What should the project manager do?

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

Answer: B

Question: 64

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

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

Answer: A

Question: 65

A medium-sized company has been exploring new marketing tactics with regard to launching a new product. New product creation is no small task. In the end, it was too big of an expenditure for the company to undertake. What should the project manager do in the future when working on new product projects?

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

Answer: B

Question: 66

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

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

Answer: C

Question: 67

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

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

Answer: C

Question: 68

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

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

Answer: A

Question: 69

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

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

Answer: D

Question: 70

An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together.

How should the facilitator proceed?

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

Answer: B

Question: 71

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

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

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

Answer: B

Question: 72

A project manager is working on the delivery of a solution that needs to be deployed to the public quickly. The project team is experienced, the stakeholders are supporting the delivery, and the customer is cooperating. What strategy should the project manager use to ensure on-time delivery of the solution?

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

Answer: C

Question: 73

There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project.

How should the project manager handle this situation?

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

Answer: D

Question: 74

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

What should the project manager do?

- A. Determine what the problem is and develop an action plan
- B. Ask the team members to use chat tools as an alternative to calls

- C. Procure tools that consume less bandwidth for internet calls
- D. Record the meeting to share with the team members who were unable to join

Answer: A

Question: 75

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

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

Answer: C

Question: 76

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

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

Answer: A

Question: 77

During iteration planning, team A identifies that an important deliverable is dependent upon a deliverable from team B. What should the project manager do?

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

Answer: B

Question: 78

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

What should the project manager do?

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

Answer: A

Question: 79

A project manager is managing a project that is halfway through its execution phase, and the quality standards of the deliverables were formally accepted.

However, a government agency has recently introduced new standards that may significantly impact the project. The deliverables must be changed to align with the new quality standards.

What should the project manager do?

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

Answer: B

Question: 80

A project team's performance is being impacted by impeding internal procedures that are affecting the progress of activities and team autonomy.

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

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

Answer: D