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Question 1

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

Options:

A- Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.

B- Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.

C- Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.

D- Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

Answer:

D

Explanation:

The key activity that is needed to ensure the project's success is to mitigate the risk of the partner's system being unavailable by developing alternative plans to make the solution ready and available without full integration capabilities.According to the PMBOK Guide, risk mitigation is a risk response strategy that involvesreducing the probability and/or impact of a negative risk1. In this case, the risk of the partner's system being unavailable is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should mitigate the risk by developing alternative plans todeliver the solution with partial or no integrationwith the partner's system, and toensure the solution meets the customer needs and expectations. This way, the project manager canminimize the impact of the riskon the project performance andensure the project's success. The other options are not the key activities that are needed to ensure the project's success, as they do not address the need to mitigate the risk.

Continuously monitoring the risk of the partner system's unavailability and putting the proper resolution plans in place in case the risk materializes into an actual issue is a necessary but not sufficient activity that does not involve mitigating the risk before it occurs.Monitoring risks is the process oftracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness1.Resolution plans are also known as contingency plans or fallback plans, which areimplemented only if the risk occurs1. These activities do not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

Communicating to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result is an important but not sufficient activity that does not involve mitigating the risk before it occurs.Communicating risks is the process ofsharing information about riskswith the project stakeholders, such as the risk status, progress, and issues1. This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

Eliminating the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution is an unrealistic and inappropriate activity that does not involve mitigating the risk before it occurs.Eliminating risks is a risk response strategy that involvesremoving the risk entirely1. In this case, the project manager cannot eliminate the risk by mandating the partner to change

the system settings, as the partner may not agree or comply with the request, and the system settings may not be the only cause of the risk. This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

Question 2

Question Type: **MultipleChoice**

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is

necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external

resource because of the high cost, even though it is within the project budget.

What should the project manager do to resolve this issue?

Options:

A- Hire the resource in order to achieve the project objectives.

B- Evaluate the consequences and meet with the client to explain the possible scenarios.

C- Ask the client for a meeting and explain that the task will not be performed.

D- Try to accomplish the task internally by leveling resources from other projects.

Answer:

B

Explanation:

According to the PMBOK Guide, the project manager should manage the project procurement, including the planning, conducting, controlling, and closing of the procurement activities. The project manager should also manage the project stakeholder expectations, including the identification, analysis, planning, and engagement of the stakeholders throughout the project life cycle. In this scenario, the project manager is managing the construction of new corporate offices for a large company, and the project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. However, the client has rejected hiring the external resource because of the high cost, even though it is within the project budget. This is a procurement and stakeholder issue that may affect the quality and delivery of the project. The best course of action is to evaluate the consequences and meet with the client to explain the possible scenarios. This can help the project manager to assess the impact and value of the external resource, to identify and communicate the risks and benefits of hiring or not hiring the external resource, and to seek and provide feedback and approval from the client. Evaluating the consequences and meeting with the client to explain the possible scenarios (option B) is the best solution to the issue, as it demonstrates proactive and effective project procurement and stakeholder management. Hiring the resource in order to achieve the project objectives (option A) may not be feasible or ethical, as it may violate the contract terms and conditions, and may damage the trust and relationship with the client. Asking the client for a meeting and explaining that the task will not be performed (option C) may also be counterproductive or unacceptable, as it may compromise the

quality and scope of the project, and may create a conflict or dissatisfaction with the client. Trying to accomplish the task internally by leveling resources from other projects (option D) may also be unrealistic or inefficient, as it may require additional resources and time to acquire and train the internal resources, and may disrupt the existing project schedule and performance.Reference: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.).Newtown Square, PA: Author1: Project Management Professional (PMP) Certification | PMI2: How to Manage Project Procurement Effectively3: How to Manage Stakeholder Expectations4

Question 3

Question Type: **MultipleChoice**

A project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses.

How should the project manager plan and deliver this project?

Options:

A- Plan the project with a predictive approach and a work breakdown structure (WBS) following the plan and deliver value at the end of the project.

B- Select an agile approach and manage the project according to best practices to ensure value is delivered to the client.

C- Agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project.

D- Plan the project with a predictive approach with a work breakdown structure (WBS) and then execute it using an agile approach to deliver value incrementally.

Answer:

D

Explanation:

According to the PMBOK Guide, a project manager should choose the appropriate project approach based on the project context, objectives, stakeholders, governance, and environment1.A project approach can be predictive, agile, or hybrid, depending on the degree of uncertainty and change involved in the project2. A predictive approach is a plan-driven approach that follows a sequential and linear process to deliver the project scope as defined at the beginning of the project. An agile approach is a value-driven approach that follows an iterative and incremental process to deliver the project scope as it evolves throughout the project.A hybrid approach is a combination of serial and agile strategies that can be used for different phases or work packages of a project3.

In this scenario, the project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses. This suggests that the project has both predictable and unpredictable elements, and the client expects both stability and flexibility from the project manager. Therefore, the project manager should plan and deliver the project using a hybrid approach, which can provide the best of both worlds. The project manager should plan the project with a predictive approach with a work breakdown structure (WBS), which is a

hierarchical decomposition of the project scope into manageable components. The WBS can help the project manager to define the high-level, long-term plan for the project, as well as to estimate the project resources, time, and cost. The project manager should then execute the project using an agile approach, which can allow the project manager to deliver value incrementally and iteratively, adding features to the product as the project progresses. The agile approach can also enable the project manager to respond to changes and feedback from the client and the stakeholders, and to adapt the project scope accordingly.

The project manager should not plan the project with a predictive approach and a WBS following the plan and deliver value at the end of the project, as this may not meet the client's need for something that will work immediately and add features to the product as the project progresses. The predictive approach may also be rigid and inflexible to cope with the complex and uncertain scope of the project. The project manager should not select an agile approach and manage the project according to best practices to ensure value is delivered to the client, as this may not satisfy the client's requirement for a high-level, long-term plan for the project. The agile approach may also be too vague and ambiguous to handle the long time line and complex scope of the project. The project manager should not agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project, as this may not provide a clear and consistent vision and direction for the project. The MVP is a version of the product that has enough features to satisfy the early adopters and provide feedback for future development. The MVP may not represent the full scope and value of the project, and may not align with the client's expectations and needs.

Question 4

Question Type: **MultipleChoice**

A project manager is assigned to a project in a company that is transitioning to agile. Not all stakeholders believe in the project, and some stakeholders would like the entire project defined and planned out early in the project. However, the project sponsor needs a quick win to ensure the continuation of the project.

What approach should the project manager use?

Options:

A- An agile approach as this would provide working functionality earlier.

B- A predictive approach as this would please the senior stakeholders.

C- A hybrid project as this will mitigate stakeholders' concerns.

D- A predictive approach as this will show benefits for all stakeholders.

Answer:

A

Explanation:

According to the Agile Practice Guide, one of the benefits of using an agile approach is to deliver value to the customer early and frequently, by delivering working product increments in short iterations. This can help the project manager to achieve a quick win, which is a small but visible success that can boost the confidence and support of the project sponsor and other stakeholders. A quick win can also help the project manager to validate the project assumptions, test the customer feedback, and adapt to changing requirements. A

predictive approach, on the other hand, would require a detailed upfront planning and a fixed scope, which may not be suitable for a project that is transitioning to agile and faces uncertainty and skepticism from some stakeholders. A hybrid project, which combines agile and predictive elements, may be an option, but it would depend on the project context and the level of stakeholder involvement and agreement. Therefore, the best approach for the project manager in this situation is to use an agile approach, as it would provide working functionality earlier and help ensure the continuation of the project.Reference: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22.PMP Question 344.

Question 5

Question Type: **MultipleChoice**

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

Options:

A- Escalate the issue to the sponsor and debrief them about the situation.

B- Review the risk management plan to identify the response strategy.

C- Review the milestone list to determine which tasks can be fast-tracked.

D- Organize a team meeting to discuss the next course of action.

Answer:

D

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project schedule and ensuring that the project deliverables are completed within the agreed time frame. If the project manager observes that an approaching deadline is likely to be missed because of some delays on the project due to a lack of resources, the project manager should follow the schedule management process, which involves monitoring and controlling the project progress, identifying and analyzing any variances or issues, and implementing corrective or preventive actions as needed. The project manager should organize a team meeting to discuss the next course of action, as this is a tool and technique for schedule control, which involves engaging the project team members and other stakeholders to review the project status, identify the root causes of the delays, evaluate the impact on the project objectives and constraints, and propose and agree on the best solutions to recover the schedule. The project manager should not escalate the issue to the sponsor, as this may imply that the project manager is unable to handle the situation. The project manager should not review the risk management plan, as this may not address the current issue of the schedule delay. The project manager should not review the milestone list, as this may not provide enough information or guidance on how to resolve the issue.Reference:

PMBOK Guide, 6th edition, page 123

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Question 6

A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation, and a quick response to market offerings.

What is one of the key activities that the project manager should undertake to ensure company success?

Options:

A- Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome.

B- Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions.

C- Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly defined objectives.

D- Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.

Answer:

B

Explanation:

: For a project that requires agility, market adaptation, and a quick response to market offerings, the project manager should conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions. This will help the project manager to monitor the project performance, identify and respond to changes, and deliver value to the customer. The other options are not as effective or appropriate as the correct answer, as they may increase the project cost, scope, or risk, or compromise the project quality or customer satisfaction.Reference: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

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