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Question 1

Question Type: MultipleChoice

A project is being executed. The project's life cycle is defined as predictive; however, a major deliverable will be handed over incrementally to the customer. The

assigned resources are experienced and reliable and are willing to make decisions that the project manager used to make after each incremental delivery on other

projects.

What should the project manager do?

Options:

- A) Support the decisions of the team and transfer the decision making responsibility to them.
- B) Consult the product owner about letting the resources make decisions.
- C) Schedule a steering committee meeting and obtain their approval on the request.
- D) Inform the team that although this is a hybrid environment, the project manager must still be responsible for making decisions.

Answer:

Α

Question 2

Question Type: DragDrop

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments.

Match the team role on the left to the correct training course on the right. (Use all three of the team roles.)

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Answer:

Innee not for d or type unknown

Question Type: MultipleChoice

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

Options:

- A) Contact the project sponsor and ask for help in negotiating the closing of the project with the customer.
- B) Ask the customer to issue a change request with the information to analyze and provide a solution.
- C) Review the deliverable requirements, check the customer approval criteria, and proceed accordingly.
- D) Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties.

Answer:

C

Question 4

Question Type: MultipleChoice

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version. How can the project manager prevent this outcome in the new project?

- A) Hire a consultant to perform a benefit analysis as an input to the project charter.
- B) Define a user focus group as external stakeholders with a high influence on outcomes.
- C) Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS).
- D) Hire a team of external users to perform acceptance testing on the product.

В

Question 5

Question Type: MultipleChoice

A project manager is leading a project which shows a trend to exceed the cost baseline. What should the project manager do first to manage the budget?

- A) Meet with the project team to analyze the actual cost to determine deviations.
- B) Inform the stakeholders that the project will be finished over budget.

- C) Issue a change request including the analysis to increase the budget.
- D) Ask the project sponsor for assistance in getting the budget back on track.

Α

Question 6

Question Type: MultipleChoice

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

- A) Use the project's contingency budget.
- B) Manage the quality of the delivery.

- C) Influence the client to initiate a new project.
- D) Create a change request with the scope of the new internal projects.
- E) Create a work breakdown structure (WBS) of the new scope with the internal projects.

B, C, E

Question 7

Question Type: MultipleChoice

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future.

What should the project manager do?

- A) Perform quality control analysis.
- B) Perform schedule analysis.

- C) Perform trend analysis.
- D) Perform root cause analysis (RCA).

С

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