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Question 1

Question Type: MultipleChoice

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders. However, not all of the stakeholders are immediately available for a meeting in the short term.

What should the project manager do in order to gather the information needed from stakeholders?

Options:

- A) Conduct a meeting to build the project management plan with the stakeholders who are available.
- B) Escalate to the project sponsor that not all stakeholders are available for a meeting.
- C) Meet with the project management team to build the project management plan before consulting stakeholders.
- D) Email, call, or meet with each stakeholder separately to obtain their input.

Answer:

D

Question 2

Question Type: MultipleChoice

In an industrial plant, the owner has decided to add more capacity to the plant by installing a new machine and updating the software used in production. This

capacity enlargement will occur while the plant is still functioning and producing. The software update will be accomplished using an agile approach in order to

minimize risk. The machine procurement, installation, and integration will be accomplished using predictive approaches.

What types of communications will the project manager have to design into the schedule management plan to ensure the project will be on schedule?

Options:

- A) Biweekly written status reports from the relevant stakeholders
- B) Weekly colocated meetings with the relevant stakeholders
- C) Biweekly conference calls with the relevant stakeholders
- D) Weekly one-on-one meetings with each of the relevant stakeholders

Answer:

B

Question 3

Question Type: MultipleChoice

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams.

What should the project manager do?

Options:

- A) Provide appropriate training to compensate for the mismatch.
- B) Emphasize to the teams the importance of meeting the agreed deadlines.
- C) Update the project schedule to reflect the delay.
- D) Accept the risk of the project missing deadlines due to the mismatch.

Answer:

A

Question 4

Question Type: MultipleChoice

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the

development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The

design is already approved.

What should be the project manager's next steps?

Options:

- A) Inform the client of the problem and follow the change request process.
- B) Amend the design specifications and pass them to the development team for reprogramming.
- C) Make a change request and get formal approval from the project owner.
- D) Conduct a proof of concept to make sure there are no problems in the revised design.

Answer:

C

Question 5

Question Type: MultipleChoice

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two)

Options:

- A) Lessons learned from other teams to not be considered
- B) A lot of discussions that yield no results or possibly too many results
- C) A focus on the negative and a disinterest in further improvements
- D) A lack of direction and motivation for the team in the workshop
- E) Time management plan for the retrospective workshop to not be updated

Answer:

B, D

Question 6

Question Type: MultipleChoice

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information.

What should the project manager have done to avoid this?

Options:

- A) Implemented the communications management plan properly.
- B) Ensured the risk tolerance of the company was properly updated.
- C) Provided a proper risk response.
- D) Implemented the stakeholder engagement plan correctly.

Answer:

A

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