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QUESTION 1

Near the closing stage, a project is delayed due to staff shortages. In order to meet the mandatory deadline, additional resources are necessary but there is no additional budget. What should the project manager do first to obtain the funding to hire the needed resources?

- A. Introduce a change request.
- B. Update baselines to accommodate the delay.
- C. Use management reserves.
- D. Ask sponsor for additional financial resources.

Answer: A

Explanation:

Additional resources and funding change the approved project management plan and cost baseline. The project manager should first submit a formal change request so the impact can be evaluated and authorized through integrated change control.

QUESTION 2

A project manager is executing a project on time and on budget. Before a stage gate review, the project manager receives the regular business management report, but this time it entails a negative impact on the project success factors. What should the project manager do?

- A. Provide the necessary analysis to enable examination of the business value.
- B. Call for business development to revalidate inputs at the next stage gate.
- C. Continue with the execution since the project was successful up to this phase.
- D. Request a delay to the stage gate until business development provides the next update.

Answer: A

Explanation:

The project manager should analyze how the new business information affects expected benefits, strategic alignment, and overall project viability. This provides decision-makers with the evidence needed at the stage gate to determine whether the project should continue, change, pause, or stop.

QUESTION 3

Five vendors are contributing to a project with an impending deadline. Two of the vendors are behind in their deliverables and rarely provide status updates. What should the project manager do?

- A. Begin daily check-ins with the two vendors to make up the time at their own expense.
- B. Reduce the two vendors' pay due to poor performance and lack of communication.
- C. Find replacements for the two vendors to complete the project in a timely manner.
- D. Extend the project schedule and inform the two vendors it was due to their poor performance.

Answer: A

Explanation:

The project manager should increase the frequency of performance monitoring and communication with the underperforming vendors. Daily check-ins create accountability, improve visibility into progress and impediments, and support timely corrective action to protect the deadline.

QUESTION 4

An organization is about to start a time-critical project and has decided to use an agile approach for the first time. However, stakeholders are worried that they will not be able to verify the status of the project, since they believe that their usual governance model will not work for an agile project. What should the project manager do?

- A. Recommend following the existing governance structure with the project team.
- B. Discuss using a hybrid governance structure with stakeholders.
- C. Review the governance structure to reflect scope changes.
- D. Meet with stakeholders to discuss and review governance structure.

Answer: D

Explanation:

The project manager should collaborate with stakeholders to review the governance structure and determine how it can support agile delivery while preserving appropriate oversight, transparency, decision-making, and status visibility.

QUESTION 5

A project manager is leading a project with a risk management plan detailing strategy and actions if any of the identified risks become an issue. One of the identified risks becomes an issue but the project manager acknowledges that the response considered in the risk management plan may not be the best. What should the project manager do?

- A. Adopt the action prescribed in the risk management plan since it was agreed to beforehand.
- B. Escalate the issue to the project sponsor and register the new risk response on the project documents.
- C. Meet with the project team and sponsor to reevaluate all issue responses registered in the risk management plan.
- D. Submit a change request to perform a different issue response than what is registered in the risk management plan.

Answer: D

Explanation:

Because the planned response is no longer considered appropriate, the project manager should formally request approval for an alternative response. This ensures the revised action is evaluated for its impact and authorized through the project's change control process before implementation.

QUESTION 6

A project team completed the sprint planning, but at the end of the planned session, the project lead receives a message from a stakeholder about a legislative change that requires a new validation rule in one of the backlog items committed for the sprint. What should the project lead do?

- A. Update the backlog and advise the team to add this to the acceptance criteria.
- B. Remove the current backlog item from the sprint and replace it with defect fixing.
- C. Update the product backlog and include the change as a high priority for the next iteration.
- D. Remove the current backlog item from the sprint and replace it with a similar item.

Answer: A

Explanation:

The legislative requirement directly changes the conditions that the committed backlog item must satisfy. The backlog item and its acceptance criteria should therefore be updated, and the team

should incorporate the required validation rule while coordinating any impact on the sprint plan.

QUESTION 7

After finishing the planning session for a new project, the team agrees that the project duration needs to be 12 months. However, the project sponsor asks to release the product before the end of the project. What should the project manager do first?

- A. Request the stakeholders to reduce the project backlog to finish on time.
- B. Assist the team in proposing a minimum viable product (MVP).
- C. Update the risk register and escalate it to the sponsor.
- D. Ask to increase the capacity of the team to deliver the project on time.

Answer: B

Explanation:

A minimum viable product enables the team to identify and deliver the smallest usable set of features that provides customer value before the full project is completed. This supports an earlier release while preserving the remaining scope for subsequent delivery.

QUESTION 8

After a project review meeting, a key stakeholder tells another stakeholder they do not trust the project status report. The second stakeholder approaches the project manager and mentions the conversation. What should the project manager do?

- A. Present the status report in a chart and assume that everyone understands the report.
- B. Request the sponsor ask the key stakeholder to be attentive during the project review meeting.
- C. Schedule a meeting with the key stakeholder to address the issue and obtain direct feedback.
- D. Email the status report to all stakeholders and ask them to review and provide feedback.

Answer: C

Explanation:

The project manager should engage the stakeholder directly to understand the reason for the lack of trust, clarify any concerns about the reported information, and agree on improvements needed to restore confidence and transparency.

QUESTION 9

A new team member joins the project and fails to apply the project-specific quality assurance (QA) processes. What should the project manager have done to avoid this issue?

- A. Delegated the quality assurance (QA) tasks to the team lead
- B. Ensured that the new team member had access to the quality management plan
- C. Made sure that the new team member understood all of the requirements
- D. Obtained external training in quality assurance (QA) for the new team member

Answer: B

Explanation:

The quality management plan defines the project-specific quality standards, procedures, responsibilities, and assurance activities. Ensuring that the new team member could access and review this plan during onboarding would have enabled consistent application of the required quality processes.

QUESTION 10

It is taking several additional iterations for a project team to complete planned backlog items. The project manager is noticing that some of the features are not meeting the iteration-level definition and must be placed back into the backlog. What should the project manager do?

- A. Review and update the acceptance criteria.
- B. Put more emphasis on the definition of done (DoD).
- C. Extend the iterations to complete the items.
- D. Address the required changes in the next release.

Answer: B

Explanation:

The team should reinforce a shared understanding of the definition of done so backlog items meet all required quality and completion conditions within the iteration. Clear adherence prevents incomplete features from being repeatedly returned to the backlog.

QUESTION 11

An experienced project manager has recently joined a jeopardized project. The project is being impacted due to multiple delays caused by a vendor's late delivery of new servers. Due to budget restrictions, the project manager cannot include a new vendor and the project needs to be completed within a maximum of 90 days as agreed. What should the project manager do?

- A. Review lessons learned from previous projects and take action accordingly.
- B. Request the vendor to provide the servers on time as penalties may be applied.
- C. Wait until the project deadline is reached in order to use the contingency funds.
- D. Reach out to the vendor to determine a plan to get the project back on track.

Answer: D

Explanation:

The project manager should collaborate directly with the vendor to understand the causes of the delays and agree on a realistic recovery plan. This provides the best opportunity to restore delivery performance within the existing budget and the mandatory 90-day deadline.

QUESTION 12

During the initial phase of a construction project, the team is confused about the safety requirements it needs to consider during implementation. The project manager recently met with the client to define the project scope. How should the project manager share this information?

- A. Send an email to the team with the details of the safety requirements.
- B. Meet with the team and present the scope of the safety requirements.
- C. Modify the project charter by including the safety requirements.
- D. Distribute the security requirements during the project execution phase.

Answer: B

Explanation:

The project manager should meet with the team to clearly communicate the safety requirements, explain how they affect implementation, and resolve any questions. Direct discussion establishes a shared understanding of these critical project requirements before construction work proceeds.

QUESTION 13

A project lead accepted an assignment for a project that is still in the feasibility study phase.

There are a lot of uncertainties about project specifications, including poor alignment among the project sponsors on the final targets of the project. Which approach should the project lead choose to deliver business value?

- A. Identify and communicate clear risk mitigation plans.
- B. Subdivide project tasks to find the minimum viable product (MVP).
- C. Ensure commitment from sponsors on executing the project until it ends.
- D. Recommend predictive project management to the sponsors.

Answer: B

Explanation:

Defining a minimum viable product helps the team focus on the smallest set of features that can validate assumptions and deliver measurable business value despite uncertain specifications. It also gives sponsors an early, tangible basis for aligning on the project's final direction.

QUESTION 14

A project manager is leading a project and is asked to negotiate on behalf of their organization. The organization requires that three quotes from different suppliers be acquired prior to submitting a purchase request to the finance department. What should the project manager do to align with this requirement?

- A. Perform a make-or-buy analysis.
- B. Review the statement of work (SOW).
- C. Leverage the enterprise environmental factors (EEFs).
- D. Refer to the organizational process assets (OPAs).

Answer: D

Explanation:

The requirement to obtain three supplier quotations before submitting a purchase request is an established organizational procurement procedure. The project manager should follow the relevant organizational process assets, which include internal policies, processes, templates, and procurement guidelines.

QUESTION 15

A project lead conducted several coordination meetings to initiate an effort for estimating the budget and confirming the timeframe for a new project. Due to some resource challenges within the organization, the option of outsourcing some activities could be implemented during execution. What should the project lead ensure before submitting this project for a stage gate review in order to receive the investments needed?

- A. Align with relevant stakeholders on the procurement strategy.
- B. Add a percentage for the management reserve to have some buffer.
- C. Conduct a retrospective meeting with all involved stakeholders.
- D. Initiate a recruitment plan to explore the market situation.

Answer: A

Explanation:

Before the stage gate review, the project lead should align with relevant stakeholders on the procurement strategy because outsourcing may affect cost, schedule, risk, contracting, and resource planning. This alignment provides decision-makers with a credible basis for approving the required investment.

QUESTION 16

A project team member tells the project lead that expecting a similar delivery output for every day of the sprint is not realistic. The project lead reports this to the project management office (PMO). What should the project lead do?

- A. Discuss this with the project team in the next sprint retrospective meeting.
- B. Discuss this with the project team in the next sprint planning meeting.
- C. Discuss the issue with the product owner
- D. Discuss this with the PMO manager.

Answer: A

Explanation:

The sprint retrospective is the appropriate forum for the team to inspect how the sprint was conducted, discuss unrealistic delivery expectations, and agree on improvements. Agile delivery is not expected to produce identical output every day because work complexity and completion patterns vary throughout the sprint.

QUESTION 17

A project manager is working on an agile project. The organization does not have experience with agile delivery. During business case development, the new product owner asks when the project deliverables are considered complete. How should the project manager respond?

- A. At the end of each sprint, the outcome is considered ready for production.
- B. The scrum master will approve the user stories that are complete.
- C. Items are considered complete when they satisfy the definition of done (DoD).
- D. Backlog items are considered complete when the product owner approves the demo.

Answer: C

Explanation:

A deliverable is complete when it meets the team's agreed definition of done, including all required quality, testing, documentation, and acceptance conditions. This creates a shared and consistent standard for determining completion.

QUESTION 18

A project manager has been tasked with developing a project schedule with fully detailed requirements. The project manager reaches out to subject matter experts (SMEs) for their initial thoughts on task duration. The project manager concerned when these estimates appear to differ significantly. What should the project manager do to help with the estimate development?

- A. Ask the SMEs to hold up cards that show their estimate, discuss the highest and lowest estimates, and then estimate again.
- B. Recommend using an iterative approach, with a focus on estimates, that the SMEs agree with.
- C. Use historical information to help guide the estimates that were proposed by the SMEs.
- D. Escalate to the project sponsor and explain the differences in the estimations coming from the SMEs.

Answer: A

Explanation:

This approach uses planning poker to obtain independent estimates, expose assumptions, and discuss the reasons behind significant differences. Re-estimating after discussion helps the experts reach a more informed and reliable consensus.

QUESTION 19

A project manager is presented with a roadmap that excludes most of their recommendations. The content source of the roadmap is an influential stakeholder who disagrees with the use of specific procedures and practices. The project sponsor deems the roadmap acceptable. Which two actions should the project manager take first? (Choose two.)

- A. Request reassignment to another project to avoid conflict with the stakeholder.
- B. Request to have the roadmap reviewed by the project management office (PMO).
- C. Discuss the reasoning behind the roadmap with the stakeholder.
- D. Align deliverables based on the roadmap and documented results.
- E. Align the roadmap within the project framework and perform a risk analysis.

Answer: CE

Explanation:

The project manager should first understand the influential stakeholder's reasoning and concerns to promote collaboration and clarify why the recommended practices were excluded. The accepted roadmap should then be aligned with the project framework and assessed for risks so that its implications for delivery, governance, and project objectives are understood and managed.

QUESTION 20

A project has a schedule performance index (SPI) of 0.75 and a cost performance index (CPI) of 1.1. As a result, the project manager is considering either fast-tracking or crashing the project schedule to bring the project back on track again. What could be a secondary result of these actions?

- A. A decrease on the project cost
- B. Additional project scope
- C. Additional resources
- D. An increase on the project risk

Answer: D

Explanation:

Fast-tracking overlaps activities that were originally planned in sequence, while crashing adds resources to shorten durations. Both techniques can increase coordination complexity, rework, dependency conflicts, and execution uncertainty, thereby increasing overall project risk.

QUESTION 21

A project manager has been assigned to a project. The project deadline has been established but, based on the number of stakeholders to engage and interview, it will be difficult to complete the project within the timeline. How should the project manager address this challenge?

- A. Commit to completing the deliverables associated with only the engaged parties.
- B. Submit a change request to extend the time needed to engage all of the parties.
- C. Request that the product owner define which parties should be engaged first.
- D. Prioritize the engagement of parties who are most impacted to minimize project risk.

Answer: D

Explanation:

The project manager should prioritize stakeholders based on their level of impact, influence, and

relevance to project outcomes. Engaging the most affected parties first helps capture critical requirements early, reduces uncertainty, and minimizes the risk of missing essential stakeholder needs within the fixed timeline.

QUESTION 22

An agile team of specialized engineers has completed some tasks later than planned and with a lower quality than expected. The situation is limiting the value the team is creating for the business. What should the project manager do next?

- A. Include all the quality problems found in the technical debt backlog.
- B. Confirm the right quality tests are applied before moving to the next iteration.
- C. Schedule quality reviews to obtain stakeholder approvals and feedback.
- D. Execute the next iteration planning considering the quality issues.

Answer: B

Explanation:

The project manager should ensure that appropriate quality tests and completion criteria are consistently applied before work proceeds to the next iteration. This prevents defective or incomplete work from accumulating, reduces rework, and protects the business value delivered by the team.

QUESTION 23

A project manager is hired to work on a very large, complex project that requires the team to complete a significant number of specialized tasks. What strategy should the project manager incorporate to help organize, assign, and monitor these tasks?

- A. Prepare a resource management plan that details all the resources needed to complete the tasks.
- B. Create a list of the tasks and send it to the project sponsor for review and approval.
- C. Schedule a meeting with the stakeholders to determine which tasks can be eliminated.
- D. Develop a work breakdown structure (WBS) that decomposes the project deliverables into work packages.

Answer: D

Explanation:

A work breakdown structure decomposes complex project deliverables into smaller, manageable work packages. This creates a clear framework for organizing, estimating, assigning, scheduling, and monitoring the specialized work required to complete the project.

QUESTION 24

The execution stage of a construction project is beginning. There are many areas and phases to be built. The project team wants to review the relationships between the most important tasks to ensure that major items are executed properly during this stage. What project artifact should the project manager review with the team?

- A. Project milestone chart
- B. Project program evaluation review technique (PERT)
- C. Project schedule management plan
- D. Project statement of work (SOW)

Answer: B

Explanation:

A PERT network diagram shows activity sequencing, dependencies, and relationships among important tasks. Reviewing it helps the team understand the required execution order and coordinate interdependent construction activities effectively.

QUESTION 25

Shipping problems are impacting the supply chain worldwide, and the project's primary vendor has indicated potential delays in supplying certain equipment that will be ordered later in the project. What should the project manager do with this information?

- A. Request the vendor to provide specific information about the delivery delays before taking any action.
- B. Request the procurement team to find another vendor that has available stock of this equipment.
- C. Update the risk and continue to monitor developments by keeping in touch with the vendor.
- D. Note the information but refrain from recording it as an issue because the project has not yet placed the order.

Answer: C

Explanation:

The potential delivery delay is an uncertain future event, so it should be recorded or updated in the risk register and monitored. Maintaining communication with the vendor allows the project manager to track changes in probability and impact and implement an appropriate response if needed.

QUESTION 26

A project manager is assigned to a large complex project with cross functional dependencies. The project enters a new phase requiring new stakeholders to be added with conflicting priorities. How should the project manager ensure successful engagement with the stakeholders?

- A. Interact individually with the stakeholders.
- B. Recognize the diversity of the stakeholders.
- C. Invite all stakeholders to status meetings.
- D. Identify and categorize the stakeholders.

Answer: D

Explanation:

The project manager should first identify and categorize the new stakeholders according to factors such as influence, interest, impact, and priority. This enables an appropriate engagement strategy to be developed for managing conflicting expectations and supporting effective collaboration.

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