QUESTION 672
A project manager is managing a government project that targets the development of small businesses in remote towns. The project team is having difficulty conducting entrepreneurship training in some of the targeted towns because the local municipal governments will not authorize the training. As a result of the delay, project implementation is at risk. What is a probable reason for this?

A. The project should have constructed training centers in the remote towns.
B. The project did not identify and engage the correct stakeholders.
C. The project should have representatives in all the remote towns.
D. The project did not fully engage the project sponsor.

Answer: B

QUESTION 673
A project manager is assigned to a new water treatment plant project that has been delayed for many years. It is revealed in the project charter that the sponsors of this project are from three different business units. This is the first time the sponsors have ever implemented such a project.
What should the project manager do?

A. Establish mentoring and coaching sessions.
B. Review the knowledge repository for similar projects.
C. Schedule the project kick-off meeting immediately.
D. Meet with the project sponsors to align expectations

Answer: D

QUESTION 674
An issue reoccurs six months after a project's go-live date despite being resolved during the project life cycle. What should the project manager have done in the previous phase to avoid this issue?

A. Ensured the project team documented lessons learned about the issue
B. Ensured the project team applied a long-term solution for the issue
C. Asked the project team to conduct more testing with users
D. Discussed the issue with the stakeholders

Answer: B

QUESTION 675
A government agency is developing a new connectivity policy. The assigned project manager is a famous economist

with international recognition. The team is eager to work with the project manager, but feels intimidated. The project manager realizes that a junior economist, whose tasks are behind schedule, is especially intimidated by the situation. What should the project manager do first?

A. Evaluate the performance of the junior economist in the upcoming months.
B. Reassign some of the junior economist's tasks to other economists.
C. Request to replace the junior economist with a more experienced economist.
D. Consider organizing paired work sessions for the junior and senior economists.

Answer: D

QUESTION 676
A customer calls the project manager to express concern about a project team member who has been making changes within the live environment without approval. The team member mentioned that the customer called and asked them to make the changes.
What should the project manager do next?

A. Reinforce the value of documenting and approving all change requests and ask the customer to issue these through the agreed channels.
B. Organize a meeting to mediate the relationship between the customer and the team member to ensure no feelings are hurt.
C. Ask the customer to email all requests directly to you and you will ensure they are actioned by the correct team member.
D. Explain to the customer that the team member was just trying to help and the changes can be reverted if necessary.

Answer: A

QUESTION 677
A project team has been together for a long time and has been led by three different project managers. Lately, the performance of one of the team members has been declining and has affected the project delivery.
What should the current project manager do to ensure that team performance is improved and sustained?

A. Liaise with the functional managers to replace the team member.
B. Engage with the team member and draw up a development plan.
C. Organize quarterly team-building events.
D. Request that a new team member be added to the team

Answer: B

QUESTION 678
A key project stakeholder does not attend any of the project meetings and is providing false information that the project team is not delivering on time. What should the project manager do to address this situation?

A. Create a new communication artifact for the key stakeholder.
B. Email the latest status report to the key stakeholder.
C. Share the meeting recordings with the key stakeholder.
D. Discuss communication needs with the key stakeholder.

Answer: D

QUESTION 679
The change control board (CCB) has approved a change request to add a new component within a product. The operations manager discovers the change after its approval and complains that the implementation of the change will cause significant disruption to the production line.
What should the project manager do first?

A. Escalate the issue to the project sponsor, as the decision to add the component brings many benefits even though it will be disruptive to the production line.
B. Lead a root cause analysis workshop with the design team to identify the failures that led to the decision to add a component that was not compatible with the production line.
C. Meet with the operations manager to explain the background for the change and understand the operation manager's concerns about the change.
D. Formally acknowledge the operation manager's concerns and raise a new risk that the project may deliver late and over budget due to manufacturing difficulties.

Answer: C

QUESTION 680
An organization started the process of a digital transformation and is trying to change its culture from a predictive to a more agile approach. The project manager leading the change management process identified some knowledge gaps of key team members, which could prevent the transformation from happening as planned.
What should the project manager do?

A. Provide mentoring for the key team members on agile practices and support the team with training and encouragement.
B. Create an agile conduct guideline and ensure that all team members follow the rules stated in the document.
C. Replace the key team members with new resources who are already aware of the agile mindset.
D. Provide directions to the team members on how to accelerate the company's transformation, bringing the project back on track.

Answer: A

QUESTION 681
A project team delivered a critical deliverable to the customer. The customer complained that the maintenance manual was not included.
What should the project manager do next?

A. Submit a change request to include the manual.
B. Add the needed manual and update the risk log.
C. Review the stakeholder engagement plan.
D. Review the terms and conditions of the contract.

Answer: D

QUESTION 682
A project leader is assigned to a new project and is asked to assemble an effective five-member agile team. If the project leader has no restrictions, which team should they choose?

A. A team whose members work independently and are the best subject matter experts (SMES)
B. A team whose members have more general aptitudes but like to work individually
C. A team whose members have different skill sets and are spread out geographically
D. A team whose members have more general aptitudes and can collaborate on different tasks

Answer: D

QUESTION 683
A new project manager has been assigned to an environmental project. After reviewing the project plan, the project manager notices that health and safety requirements have not been properly addressed. This is a serious concern, and the project manager wants to fix this issue immediately.
Why is this situation problematic?

A. Injury or loss incidents could delay project deliverables.
B. It is imperative that established performance metrics are met.
C. The project manager is obligated to comply with the project location's regulatory requirements.
D. The project manager must follow their employer's organizational process assets (OPAs).

Answer: C

QUESTION 684
The main project stakeholder was fired and replaced by another stakeholder. The new stakeholder reviewed the project scope and requested numerous changes, arguing that the stakeholder's team is unhappy with the results to date.
What should the project manager do?

A. Put the new requirements in the backlog with high priority and implement the requested changes.
B. Put the new requirements in the backlog and submit a formal change request for approval.
C. Put the new requirements in the backlog and let the product owner check their value and priority.
D. Put the new requirements in the backlog with low priority and implement the requested changes.

Answer: C

QUESTION 685
A team is given an agile project to build a conceptual product for a new customer. While planning, the project manager is trying to determine the best way to show value to the customer, as the technical requirements are not very detailed.
What should the project manager do to help the client understand the value delivered during project execution?

A. Include a planned value (PV) calculation in the sprint report for each build cycle.
B. Conduct a customer demonstration at the end of each build cycle.
C. Provide the customer with the refined specification during each build cycle.
D. Show the customer a sprint burndown chart for each build cycle.

Answer: B

QUESTION 686
An international client contacted a software development company to build out a software product, and an agile project manager was assigned. At one of the review meetings, the client complains that a feature mentioned at the initial debriefing was not implemented.
What should the project manager do?

A. Include the mentioned feature in the prioritized requirements list.
B. Assign a team member to immediately start working on that feature.
C. Review the original project documentation to confirm.
D. Treat it as a change request and assess the effect on the project's goals.

Answer: C

QUESTION 687
A hybrid project is experiencing several issues with both the agile delivery of the product as well as the predictive development of a marketing strategy. What should the project manager do to receive feedback from stakeholders located in different time zones?

A. Refer to the stakeholder engagement plan.
B. Set up a conference call for all stakeholders.
C. Refer to the communications management plan.
D. Send an email to all stakeholders.

Answer: C

QUESTION 688
A project with multiple teams recently transitioned from a predictive approach to agile as requested by the product owner. Midway through implementation, a team member noticed there was no technical capability to support the current business requirement; therefore, the project will need to be reworked and the issue needs to be communicated to all stakeholders. What should the agile project lead have done to avoid this situation?

A. Assessed the technical and organizational readiness for the project and identified risks at the beginning of the first iteration
B. Requested the product owner's approval to add an external expert to define the acceptance criteria
C. Defined a clear acceptance criteria at the initiation phase and continued with the project
D. Increased the communications between the team member and the product owner

Answer: A

QUESTION 689
A leader from project B consistently reaches out to a team member in project A for assistance. What should project A's project manager do?

A. Allow project B's leader to continue building relationships.
B. Talk with project B's leader to discuss possible impacts to both projects.
C. Tell project A's team member to ignore project B's leader.
D. Ensure project A's team member can finish the work committed to project A.

Answer: B

QUESTION 690
A team member is openly criticized by others during a standup meeting for failing to complete yesterday's tasks. What should the agile coach do first to address the situation?

A. Emphasize the ground rules and then focus on today's activities and impediments.
B. Let the discussion go on as it is important that the team is clear on priorities for the day.
C. Address the team members involved during the next sprint retrospective.
D. Avoid the discussion by referring to the team charter.

Answer: A

QUESTION 691
A subcontractor informs the project manager that they are unable to supply a key component to the project. What should the project manager do?

A. Discuss the issue with the project sponsor and request extra time and budget to obtain the component from a different supplier.
B. Raise a new risk in the risk register, perform a risk assessment, and convene SMEs and relevant stakeholders to plan a risk response
C. Submit a change request to the change control board (CCB) for changes to the performance measurement baseline to obtain the component from a different supplier.
D. Raise a new issue in the issue log and convene subject matter experts (SMEs) and relevant stakeholders to identify alternatives to address the problem.

Answer: B

QUESTION 692
During a meeting with a customer, it was determined that participants of the meeting had different draft versions of an important design document. What should the project manager do first to ensure that this does not happen again?

A. Revisit the communication process control.
B. Ensure only the approved version is shared.
C. Investigate how draft versions were shared.
D. Ensure only the latest version is shared.

Answer: A

QUESTION 693
Due to a recent company merger, a project manager from company B has been assigned to a team that is comprised of team members from companyA. At the start of the project, conflicts arise due to a lack of clarity on processes and the project manager's relationship with company B.
What should the project manager do to resolve this conflict?

A. Avoid the conflict as the customer feels comfortable with using processes from company A.
B. Review the historical information and make the decision based on the return on investment (ROI).
C. Ask the team to use company B's processes since they are more familiar with these processes.
D. Work with the team to analyze which processes are suitable to use and define them in the ground rules.

Answer: D

QUESTION 694
A company has always acquired very specialized services from local companies for its projects. During the planning stage for a regulatory project, the project manager is informed that local vendors would not be able to operate due to an unexpected major event. There is an option to hire the same services from companies in other countries. What should the project manager do in this situation?

A. Plan to execute the procurement tasks in a virtual environment.
B. Review organizational process assets (OPAs) for similar projects.
C. Create a change request to extend the duration of the project.
D. Ask the project sponsor to put the project on hold.

Answer: A

QUESTION 695
A project requires testing of the final product to be done at another department's testing facility, which is known for having low availability. This situation could potentially impact the project schedule.
What should the project manager do next?

A. Update the risk register.
B. Update the issue log.
C. Update the lessons learned register.
D. Update the project schedule.

Answer: A

QUESTION 696
In the planning phase, a project manager receives identified risks from the sponsors and subject matter experts (SMEs) and wants to develop a risk response strategy for them.
What should the project manager do first?

A. Perform a risk reserve analysis.
B. Assign allocated budget to cover key risks.
C. Agree on the criteria to prioritize risks.
D. Assign a risk responsibility to each team member.

Answer: C

QUESTION 697
A company is conducting a digital transformation project that has a hard deadline. The marketing team wants to combine this implementation with a new product, and the newly assigned project manager is not aware of all the dependencies. Using a hybrid approach, what should the project manager do to ensure the dependencies are taken into consideration?

A. Implement a project newsletter so the different team members can be informed about the progress of each project.
B. Combine all of the small projects into one big project so the team can collaborate better as one big team.
C. Facilitate communication promoting a Scrum of Scrums so the different teams are aware of the dependencies and progress.
D. Make sure that each individual project schedule is aligned with the common deadlines.

Answer: B

QUESTION 698
In an ongoing project, stakeholders have been approaching team members for status reports and changes without consulting the project manager. What should the project manager do to ensure a successful project?

A. Send the project charter to all stakeholders for information.
B. Send an email to all stakeholders directing them to approach the project manager directly.
C. Review the stakeholder engagement plan and inform the stakeholders.
D. Review the change management plan and ask the change control board (CCB) to be involved.

Answer: C

QUESTION 699
A project stakeholder has expressed concern that the established success criteria for the project are not being met. What should the project manager do next?

A. Review the established project benefits tracking metrics.
B. Update the project business case document.
C. Document the agreed-upon ownership of benefits realization.
D. Create a project benefits management plan.

Answer: A

QUESTION 700
Eight people have been working on a project for an extended period of time. The scope has changed significantly and the product owner has been replaced multiple times. The team members are feeling disassociated from the project. What should the project manager do to ensure team alignment with the goals?

A. Ask the new product owner to explain the importance of the project.
B. Email the team a detailed outline of the business requirements.
C. Review the project charter with the team.
D. Facilitate a discussion of the vision for the project.

Answer: D

QUESTION 701
After difficult negotiations, a customer committed to pay the cost for changes to the project scope. The team seems unhappy as the project completion time will take longer than previously scheduled.
How should the project manager support the outcome of the new agreement?

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A. Motivate the team and deploy the necessary resources.
B. Find a way to maintain the project schedule.
C. Impose authority on the project.
D. Request additional resources from the sponsor and motivate the team.

Answer: A

QUESTION 702
A team is developing an experimental program to be used by the public. What should the project manager do to ensure the desired benefits are achieved?

A. Ensure that the project team fully tests the program.
B. Ensure a review is done with a representative group of users.
C. Meet with government officials to review policy requirements.
D. Document the features fully and update the specifications.

Answer: B