



Q1: An agile project is running its fifth iteration out of eight. After the last iteration planning, the team was informed that there is a new competitor in the market, and it is necessary to move faster to ensure market share is not missed.

What should the project manager do? Informed that there is three after the last planning.

- A. Add the competitor's functionalities to the product backlog to improve the product.
- B. Ask the sponsor to add more people to the team.
- C. Ask the team to increase the velocity to launch the product as soon as possible.
- D. Help the team to find a new approach to lunch the product as soon as possible.

Q2: One of a project manager's team members are continuously improving. This team member has been a role model and mentors to others in the organization.

How should the project manager acknowledge this team member's commitment?

- A. Send this person to a meeting to negotiate the scope with the client.
- B. Document it in the team member's end-of-year performance review.
- C. Appreciate this team member's performance throughout the project life cycle.
- D. Promote this team member to a coaching role after this project is completed.

Q3: A project manager has been assigned to a project and receives the project charter from the project management office (PMO). The document is very clear about customer requests. During Project Scope Management, some requirements seem to be different from the ones specified within the project charter.

What should the project manager do?

- A. Use a focus group and brainstorming sessions to gather more details about the project scope.
- B. Register the changes in the configuration management plan and send it to the change control board (CCB).
- C. Explain to the sponsor that these requests could endanger the schedule and cost of the project.
- D. Modify the baseline of the project for minor impact changes to the project scope.

Q4: A project manager is implementing a new software system. Some department staff members are questioning the necessity of the change and feel the new system will impede their current processes. What should the project manager have done at the start of the project to prevent this resistance?

- A. Encouraged leadership to discuss the change with departments that are typically resistant to change.
- B. Created a communications management plan that outlined the method of communicating to stakeholders
- C. Ensured that the company culture encourages changes before accepting the project.
- D. Involved stakeholders from all levels of the company so everyone understands the change.

Q5: During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays.



On which area should the project manager focus?

- A. Increasing the frequency of project update meetings to keep stakeholders informed.
- B. Reviewing the business case and identifying gaps within scope.
- C. Revisiting the project management plan to ensure deliverables are on time.
- D. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders.

Q6: After a couple of iterations, the project manager decides to present the product to a key stakeholder. The stakeholder's feedback is that the team missed the mark on many features. What should the project manager do to avoid this in the future?

- A. Evaluate the team's skills to look for someone with experience in product design and assign that person the task of rebuilding the product interface.
- B. Incorporate design thinking practices into the project life cycle to better understand the product's personas and be more effective to match their needs.
- C. Set up requirements gathering sessions with all key stakeholders to evaluate the scope once again and reprioritize the backlog based on the sessions.
- D. Schedule adequate sprint demos to gather early feedback from the stakeholders and adapt the plan accordingly.

Q7: During the execution of a project within an operations function, the project manager encounters scope changes and a delay in the delivery of critical tasks. How should the project manager address this situation?

- A. Call for a team meeting to decide if the changes should be included.
- B. Conduct impact analysis and present the results to the steering committee for approval.
- C. Communicate the concerns to the project management office (PMO) during the weekly project reports.
- D. Initiate the change request to modify the scope and adjust the timelines.

Q8: The programming activities of a project were planned to last 35 days per module, but the programming of the first module has taken 45 days. What should the project manager do?

- A. Evaluate the situation and identify ways to compress the schedule without impacting baselines.
- B. Check the scope to verify if there is scope creep and get the project on schedule.
- C. Ask the team to work overtime to complete the deliverable on time.
- D. Submit a change request to the project sponsor to change the schedule.

Q9: A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project, and their resistance to the project may affect the project deadline. What two actions should the project manager take? (Choose two)

- A. Ask the customer to extend the project deadline to allow time for conflict resolution.



- B. Ask the mayor of the city to use their authority to stop neighborhood resistance.
- C. Set up a meeting with neighborhood representatives to win their cooperation.
- D. Send letters to the neighbors and ask them kindly not to disturb the project.
- E. Analyze the situation and find out what is causing the neighborhood's negative attitude.

Q10: After gathering all the requirements for a project with dependencies on external stakeholders, the project team is finishing the second iteration. At this point, the project manager learns about a possible change in regulations that would prevent the product launch. What should the project manager do to realize benefits?

- A. Review target benefits.
- B. Improve the team's velocity.
- C. Implement the changes.
- D. Add an entry in the risk log.

Q11: An agile project is running activities to define the minimum viable product (MVP). During the session, the project manager identifies some mandatory regulations, but there is no consensus to include these regulations in the MVP because it may extend the duration of the project. What should the project manager do?

- A. Ask the project sponsor to add more time to the project.
- B. shares with the participants the need to focus only on product functionality.
- C. Train the team on the new regulations as requested by management.
- D. Get commitment from the team to include all of the required regulations.

Q12: The project schedule is falling behind and the project manager observes that the project team seems to be spending the majority of their time writing documentation instead of performing project tasks.

What should the project manager do to help ensure that the team focuses on project tasks?

- A. Save all documentation activities until the end of the project.
- B. Review and adapt the appropriate project artifacts.
- C. Assign a team member to handle the documentation activities.
- D. Coach the project team to complete the project documentation activities.

Q13: During the retrospective ceremony, the agile team is talking about the product owner's expectations not being met.

What should the project manager have done at the beginning of the project?

- A. Defined the team ground rules and shared project vision.
- B. Assessed the capabilities of the agile team and planned for the required training.
- C. Defined the expected agile team contribution in the creation of the backlog.
- D. Communicated project vision and sprint goals clearly to the team.



Q14: During project execution, the project manager notices that the work performance reports have deteriorated drastically in less than two weeks. The project team in country A is complaining about delays resulting from holidays occurring in country B that have impacted their project team. How should the project manager handle this situation?

- A. Implement crashing to compress the schedule and improve the schedule performance index (SPI).
- B. Perform conflict management using the project's resource management plan.
- C. Review the risk management plan to evaluate the probability and impact of these delays.
- D. Implement fast-tracking to compress the schedule and improve the SPI.

Q15: An organization is transitioning to agile and a project has been chosen as a pilot. The assigned project manager only has experience using predictive approaches, but the project manager is now required to use agile approaches with the help of an agile coach during the retrospective of the fifth sprint, the project team complains that many obstacles exist with the organization that is creating project delays rework.

What should the project manager do in this situation?

- A. Perform a root cause analysis during the standup meetings.
- B. Include impediment resolutions during daily standup meetings.
- C. Create a dedicated sprint to solve the obstacles with the team.
- D. Promote collaboration to help remove the obstacles for the team.

Q16: An organization has historically executed most projects using a predictive approach. The organization now wants to change over to an agile approach.

Which strategy will be useful to effectively help prepare the organization for this change?

- A. Create a task force of executives who will monitor agile projects on a daily basis.
- B. Add multiple layers of managers who will be accountable for the agile execution.
- C. Improve organizational readiness by addressing impediments to agile in the organization.
- D. Take a big bang approach of moving the whole organization to agile at once.

Q17: A software project using an agile approach is facing quality issues with every release, generating many production problems.

What should the project manager do to fix the problem and improve the quality?

- A. Seek extra funding with the sponsor to replace junior teamed team members with more experienced ones.
- B. Create a reward system granting incentives to the team members who are able to catch defects.
- C. Use the retrospective meeting to better understand the root cause of the quality problems and put together a plan with the team to address the problems.
- D. Hire an external company to add an additional layer or testing, making sure that the product is well inspected before release.



Q18: A research and development team is finishing up a two-year initiative. The project manager is focused on the closing activities for the project.

Which activity should be considered as a priority?

- A. Ensure that knowledge transfer activities are executed plan.
- B. Release the resources and plan for a project completion celebration.
- C. Hold a steering committee meeting to inform them of the project's completion.
- D. Mark the product backlog completion status and update the communications management plan.

Q19: An integrated project involves the interaction of both hardware and software, and the sponsor has approved the schedule management plan. The project team evaluated the product's feasibility functionality and accelerated testing.

What should the project manager do as a servant leader?

- A. Develop the product as per the schedule to perform integration and testing.
- B. Submit a change request to the project sponsor for accelerated testing.
- C. Amend the project budget to include MVP testing.
- D. Support the team as necessary to find the minimum viable product (MVP).

Q20: The project charter was just approved and the project sponsor has been permitted to proceed with the project. The program manager has confirmed that one of the requested key resources is also needed on another project at the same time. This will affect project delivery.

What should the project manager do?

- A. Speak with the client to see if the project delivery deadline can be delayed due to resource availability.
- B. Talk to the program manager about prioritizing this project over other projects so the key resources are available.
- C. Pay overtime to key resources to get the work done outside of working hours.
- D. Have a meeting with the project manager of the other project to find a resource optimization solution that works for both projects.

Q21: A new project manager is assigned to a project midway through its implementation. During the first risk review meeting, the project manager notices that the version of the risk register used by the project team members is different from the one the project manager is using.

What should the project manager have done to avoid this issue?

- A. Validated the project artifacts.
- B. Validated the issue log.
- C. Performed expert judgment.
- D. Referred to the communications management plan.



Q22: An agile project manager would like to convert the requirements document into epics, capabilities, features, and stories. In how many iterations should the project manager estimate the story duration?

- A. Four iterations
- B. One iteration
- C. Three iterations
- D. Two iterations

Q23: A large multi-year project requires highly skilled staff for successful deployment. The management team and the project sponsor have analyzed the resource requirements and agreed to have permanent staff hired for the project to avoid potential budget overrun. However, there is a risk of staff turnover during the course of the project, which may have an impact on the delivery. Which two actions should the project manager take to mitigate this risk? (Choose two)

- A. Enhance the competencies of the project team through training, mentoring, and coaching.
- B. Convince senior management to hire third-party staff.
- C. Introduce a recognition program to motivate and reward resource performance.
- D. Meet with management to discuss dividing the project into smaller projects.
- E. Increase the trained staff to create a backup for resources.

Q24: During the planning stage of a project, the project manager realizes that a standard stakeholder engagement approach will not suffice. One of the client representatives, who is not a key decision-maker, is extremely opinionated. This client representative could become a roadblock to progress due to their perceived level of authority during meetings.

How should the project manager handle this moving forward?

- A. Update the project schedule to cater to this particular stakeholder.
- B. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.
- C. Update the risk register to consider the possible project impacts.
- D. Ask that any key decision-makers attend the project meetings.

Q25: A new project manager learns the work assigned to the team has already been decomposed to its lowest level. The project manager reviews the work and feels some additional, useful information is missing.

What should the project manager review?

- A. The business requirement documents (BRD).
- B. The WBS dictionary.
- C. The project charter and scope statement.
- D. The requirements traceability matrix.



Q26: Some members of a project team are frustrated by a new team member who previously worked in a Scrum setting. This new team member approaches members of the project team on a daily basis in what appears to be an attempt to engage in individual standup meetings.

What should the project manager do?

- A. Mentor the new team member on the methodology the project team is using.
- B. Schedule a meeting for the project team to review the communications management plan.
- C. Send an email to the project team outlining the communications strategy.
- D. Tell the rest of the project team to continue discussions with the new team member.

Q27: 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?

- A. Evaluate the consequences and meet with the client to explain the possible scenarios.
- B. Try to accomplish the task internally by leveling resources from other projects.
- C. Ask the client for a meeting and explain that the task will not be performed.
- D. Hire the resource in order to achieve the project objectives.

Q28: Which two actions should a project manager consider while launching a new virtual team?
(Choose two)

- A. Recruit the best resources within the organization to be part of the virtual team.
- B. Establish, in the beginning, how progress will be monitored and the best means for communicating progress.
- C. Evaluate the project manager's own strengths and weaknesses as a virtual team leader to identify avoidable pitfalls.
- D. Identify the types and quantities of resources required for each work package or activity.
- E. Verify if team members are on more than one team and cannot devote enough time to this team.

Q29: A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project.

What should the project manager do first?

- A. Ask the team to fix the system to resolve the issue.
- B. Implement the planned risk response to handle the issue.
- C. Review possible alternative documentation methods with the team.
- D. Update the risk register with the risk and proposed impact.

Q30: Development team members are located in three different time zones. It is difficult to find a suitable time to hold the daily standup for all team members.

What should the project manager do?



- A. Encourage frequent, small team meetings with two or three team members.
- B. Give up the daily standup and replace it with a daily report.
- C. Require all team members to join the daily standup regardless of the meeting time.
- D. Let the team members decide themselves if they want to join the meeting.

Q31: A company is implementing a new system. The project manager has identified that it is best to complete this project using a mix of Scrum and Kanban methodologies. The product owner is confused as to how to start delivering the functionalities required. How should the project manager assist the product owner?

- A. Discuss the product owner's responsibilities within the project team.
- B. Encourage the team to subdivide the project tasks.
- C. Create a work breakdown structure (WBS) and explain the deliverables to the product owner.
- D. Coach the product owner on how to create a product backlog.

Q32: 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 of 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be canceled 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?

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

Q33: A new team member is added to a self-organizing team. The new team member is reluctant to speak and take part in team discussions or decisions. Which two actions should the team take to engage this new team member? (Choose two)

- A. Coach the new team member to improve engagement with the team.
- B. Force the new team member to participate in activities that are considered easy.
- C. Report to the project manager about the new team member's behavior.
- D. Revisit the team's discussion on team behaviors and norms.
- E. Facilitate an open discussion on all ideas and perspectives.

Q34: A project manager receives a voicemail from a business analyst on the project team. The business analyst indicates that an internal stakeholder is upset that they were not included before the project began. The stakeholder is asking for an addition to the requirements traceability matrix. What should the project manager do to improve the stakeholder relationship?

- A. Consult the project scope document to make sure the addition is in scope.



- B. Initiate a project change request so the change control board (CCB) can decide if it is in scope.
- C. Update the stakeholder engagement plan to ensure the stakeholder is included in the project stakeholder list.
- D. Engage the stakeholder to solicit more information before responding to the request.

Q35: During project execution, the project manager discovered that a key deliverable was missing from the scope of work. After investigation, the project manager and the team discovered that the missing deliverable will impact the critical path.

What should the project manager do to avoid future delays?

- A. Submit a change request.
- B. add additional resources to the project.
- C. Update the scope of work.
- D. Review the risk management plan.

Q36: During the implementation phase of a construction project, the customer asked a key subcontractor to deliver a work package ahead of time. The subcontractor was not prepared for it and asked the project manager for an additional budget.

What should the project manager do first?

- A. Submit a change request to accelerate the project as requested.
- B. Revise the project scope accordingly to cope with the budget changes.
- C. Update the risk register and project log and manage the budget closely.
- D. Ask upper management for more funds and update the project budget.

Q37: The city has decided to build a new train station. The project will include various approaches. The construction and infrastructure work will be accomplished using a predictive life cycle while software will be developed using an iterative life cycle. Some neighbors are resisting the project, have been asking the mayor to stop the project, and are threatening legal action.

What two actions should the project manager take? (Choose two)

- A. Have a meeting with the mayor and explain the importance of the new train station to the city.
- B. Register this situation as a risk and develop a mitigation plan.
- C. Publish information on the city's website about the benefits that the new train station will bring.
- D. Conduct regular meetings with the neighbors to get their buy-in for the project.
- F Discuss with the construction team alternatives on moving the new train station to another location.

Q38: A company just started managing a project using an agile approach due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

- A. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.



- B. Help sponsors and stakeholders craft the product vision and bring the team and product owner together to clarify expectations.
- C. Ask the general manager to products review every requirement to ensure all projects will deliver the requested products.
- D. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements.

Q39: To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project. The group uses a three-point estimating technique. The project manager submits the estimated budget to the project sponsor for approval. the project sponsor, who is new to the company, is concerned because the budget exceeded their expectations.

What should the project manager do?

- A. Use soft skills to convince the project sponsor to approve the new budget estimate.
- B. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate.
- C. Change the budgeting technique to a more accurate, bottom-up cost estimation.
- D. Review the historical information and lessons learn tom last year's project to justify the new budget estimate.

Q40: Important projects in the portfolio backlog need to be delivered. budget estimates are needed to prioritize the projects.

How should the project budgets be estimated?

- A. The project is decomposed into features, and based on the feature value and the velocity of the team, the team provides the estimate.
- B. Budget estimates are provided based on the experience of the sponsor, product owner, and team facilitator.
- C. The product owner obtains all projects details and based on the team's experience and velocity provides a budget estimate.
- D. The team facilitator uses historical data and arrives at an estimate based on the nature of the project.

Q41: A project team with members from many different countries is struggling to cooperate. The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase. The project is beginning to fall behind schedule.

What can the project manager do to move the team to the norming phase?

- A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.
- B. Show the team the schedule impact or her communication issues and encourage them to differences aside.
- C. Figure out who is behind the issues and apply progressive disciplinary techniques.
- D. Speak with the project sponsor about changing the team composition.



Q42: A project in the execution phase is behind schedule and is missing some materials. The contractor submits an offer to supply the missing materials and reimburse the cost since the internal procurement process will cause more delay. The project manager does not agree with the contractor for the missing materials.

What should the project manager do next?

- A. Ask the contractor to review the offer and reduce the costs.
- B. Update the procurement management plan and negotiate with the contractor.
- C. Ask the project sponsor to allocate more budget to cover the costs.
- D. Update the procurement strategy and negotiate with the contractor.

Q43: A project manager is leading a project with several stakeholders in other functional areas of the company.

One of these stakeholders has just been promoted to lead another functional area and remains a stakeholder for this project.

What should the project manager have the project team update to ensure proper communications to stakeholders?

- A. Communications management plan.
- B. Project management plan.
- C. Stakeholder engagement plan.
- D. Stakeholder register.

Q44: A project manager has been using a predictive methodology for more than 10 years and is switching to an agile project. The team members have not previously worked together. After two sprints of work, the team has not achieved any outcome and there is a lot of pressure to get work done.

What kind of leadership style should the project manager use at this stage?

- A. A democratic style that uses techniques were majority opinion.
- B. A passive leadership style that allows the team to self-organize until the norming stage is reached.
- C. A leadership style that coaches people who want help and fosters greater team collaboration.
- D. A directive style that makes decisions for the group to reach early outcomes.

Q45: 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?

- A. A predictive approach as this would please the senior stakeholders.
- B. An agile approach as this would provide working functionality earlier.
- C. A hybrid project as this will mitigate stakeholders' concerns.
- D. A predictive approach as this will show benefits for all stakeholders.



Q46: A project team is experiencing delays in completing a task that turned out to be more complex than initially estimated. This is a critical task that could impact current iteration goals.

What two options will help on initially address this obstacle? (Choose two).

- A. Schedule a retrospective.
- B. Conduct a root cause analysis.
- C. Create a risk management plan.
- D. Escalate the issue to the project sponsor.
- E. Review and update dependencies.

Q47: A project manager is responsible for building a bridge. The high-level elements of the project are handled using a predictive approach. The software responsible for retracting the bridge has been developed based on agile principles. During software development, the workflow is often interrupted by various delays or impediments due to a lack of information.

How should the project manager handle this situation?

- A. Make work visible using Kanban boards.
- B. Apply lean manufacturing to limit the team's work.
- C. Increase retrospectives to deliver results fast.
- D. Incorporate small batches of work into the project.

Q48: During the execution of a project, the project manager notices that only one team member has one of the technical skills needed to build the product. The project manager is afraid this might have a future impact on the quality and schedule because most of the upcoming activities will require at least three people with this specific skill.

What two actions should the project manager take to prevent the team from being unqualified? (Choose two).

- A. Facilitate a training event with an external trainer.
- B. Increase the time estimates on the activities that require such abilities.
- C. Teach the entire team the new skill.
- D. Exclude the activities from the roadmap.
- E. Encourage working in pairs and knowledge sharing.

Q49: The CEO has authorized the development of a complex financial product for a company to provide greater future benefits. The budget has been acquired through financing with global investors who expect all risks to be identified as soon as possible.

What should the project manager use to identify the risk?

- A. Expert judgment.
- B. A risk value assessment.
- C. An analysis of shared risks between parties.
- D. Strengths, weaknesses, opportunities, and threats (SWOT) analysis.



Q50: A team is currently working on a mobile app solution. During sprint execution, one of the developers requires clarification about the acceptance criteria for a particular task.

What should the project manager do to obtain the information required by the developer?

- A. Write an email to the client requesting clarification.
- B. Work with the product owner to clarify the requirement.
- C. Seek support from the development manager.
- D. Request direction from the project sponsor.

Q51: A project for a new product launch is in a very initial stage and the requirements are evolving. Due to stiff competition in the market, the customer would like to launch the product keeping the scope flexible. The project team intends to start the work based on the forecast of a similar project delivered last years.

Which project approach suits the scenario?

- A. Execute it as a Scrum project.
- B. Execute it using the same approach as the reference project.
- C. Execute it as a project with stage gates.
- D. Execute it as a predictive project.

Q52: A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.

How can the project manager prevent this situation from happening in the future?

- A. Create a prioritized backlog and define iteration review sessions with stakeholders.
- B. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders.
- C. Schedule a daily meeting to review team performance and impediments.
- D. Create a detailed work breakdown structure (WBS) and milestone schedule approved by stakeholders.

Q53: Team members are having a discussion with the project manager in the last retrospective meeting, the team realized that the obsolete equipment could affect the next iteration of the project. The team recommends buying new equipment because it is critical to the success of the final deliverable.

What should the project manager do next?

- A. Check the project budget to verify if there is enough contingency reserve.
- B. Review the cost management plan to determine how to address this issue.
- C. Tell the team members that more equipment is not part of the project's scope.
- D. Submit a change request to increase the budget and buy new equipment.



Q54: A project manager has been appointed to a multimillion-dollar project. The project is considered to be high risk since no similar projects have been undertaken before and there is no historical data. Some external stakeholders are reluctant to provide support. What approach should the project manager take?

- A. Convince senior management to close the project since the project lacks sponsorship and is considered to be high risk.
- B. Establish dialogue with stakeholders on the project constraints, assumptions, and critical inputs.
- C. Examine the plans, processes, policies, and knowledge that are specific to the organization undertaking the project.
- D. Host a project team meeting, then update the risk register and the project management plan.

Q55: A new project has been kicked off following a planning session. The project is under the direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request for a dashboard from one of the team members to show the overall project status.

What should the project manager do?

- A. Update the stakeholder engagement assessment matrix.
- B. Ask the team member to develop a dashboard to fulfill the request
- C. Update the communications management plan to include informal requests.
- D. Tell the team member to route the request through the project manager.

Q56: Early in the execution phase, a project manager discovers that recent changes in enterprise environmental factors (EEFS) will severely reduce the implementation cost and shorten the schedule. How should the project manager address this situation?

- A. Give the team extra time to finish tasks within the original timeline.
- B. Meet with the project team to decide how the remaining budget will be spent.
- C. Follow the project escalation policy and communications management plan.
- D. Keep the extra budget as management reserve until project closeout.

Q57: A project just kicked off and management expects to ensure that the deliverable of the first iteration helps the marketing team present the product prototype to potential customers.

What should the project manager do?

- A. Identify the minimum functionality required for the product.
- B. Increase the details of the work breakdown structure (WBS) to minimize errors and delays.
- C. Split the backlog into phases to ensure that the key features are delivered first.
- D. Ask the sponsor to prioritize some functionalities of the product.

Q58: A project manager has received an updated earned value analysis report. The following are the key findings from the report:



- Budget at completion US\$ 1 million
- Earned value = US\$ 0.7 million
- Actual cost = US\$ 0.75 million
- Cost performance index= 0.933

Based on this information, what should the project manager conclude about project performance?

- A. The project will be easier to complete than planned.
- B. The project will be completed exactly as planned.
- C. The project will not be completed as planned.
- D. The project will be difficult to complete as planned.

Q59: A project manager has two projects that are being executed at the same time. The duration of the critical project must be reduced, but the project manager does not have enough resources to achieve this goal. In addition, the schedule does not have activities that can be overlapped. What should the project manager do?

- A. Apply fast-tracking techniques to compress the schedule of the critical project.
- B. Provide schedule optimization training to the project teams to improve their skills.
- C. Use resource optimization to justify requesting more resources for the critical project.
- D. Analyze both projects to determine the most effective use of common resources.

Q60: A company's CEO has just returned from a conference on the use of artificial intelligence (AI) and would like the project manager to implement this technology in the organization. What should the project manager do first?

- A. Start strengths, weaknesses, opportunities, and threats (SWOT).
- B. Engage stakeholders and allocate resources.
- C. Gather requirements from stakeholders.
- D. Start developing a business case.

Q61: A company's project management office (PMO) has started to implement iterative tools. A project manager is starting a new project and has identified an opportunity to use the iterative tools. One of the senior managers is concerned about this modified framework as it is fairly new to the company. What should the project manager do first?

- A. Send documentation to the senior manager about the advantages of the new framework.
- B. Look for external training on the new framework to eliminate the risk of low engagement from stakeholders.
- C. Organize individual sessions with the stakeholders to build awareness and trust in the new framework.
- D. Escalate the senior manager's concern to the project sponsor and distribute the status to the team.



Q62: The project manager just started leading a project team from which the previous project manager resigned. After a quick evaluation of the project, it is apparent that team morale is low due to continuous disagreement about how to complete tasks. Tasks are taking longer than forecasted and the project is off schedule.

What should the project manager do?

- A. Conduct a meeting with the project team to discuss and address the sources of disagreement.
- B. Crash the project timeline to ensure the project is back on schedule.
- C. Issue a change request to extend the project schedule based on identified delays.
- D. Inform the stakeholders that the project will be delayed due to previous team management

Q63: A project manager is in rapid development mode on a joint application development module. The company wants delivery to occur in two weeks. The module needs to be integrated with other modules on a similar timeline, but release management has three weeks' backlog.

What should the project manager do?

- A. Speak to the stakeholders to resolve the bottleneck and see how the entire process can be streamlined.
- B. Have the teamwork toward the tighter deadline so that integration will be easier.
- C. Push the team to deliver more to the modules that are developed and sold out according to management's request.
- D. Speak to the team and slow the current pace to ensure the team is in alignment with the release date.

Q64: An organization is embarking on the deployment of a new digital solution that will revolutionize Purchasing Service. 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?

- A. Eliminate the risk by mandating the partner to change the system settings to facilitate easier integration with the new solution.
- B. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.
- C. 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.
- D. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.

Q65: An organization is introducing agile to its projects. During an informal discussion, the project manager learned that team member who is currently working on different teams are discussing how they would like to be together on the same team.

What should the project manager do?



- A. The project manager should indicate that the team members have already been assigned to a team through workforce optimization.
- B. The project manager should allow the resources to periodically choose on which team they would like to work.
- C. The project manager should not allow resources to choose teams because the project manager assigns the resources based upon project needs.
- D. The project manager should not allow resources to choose which team they would like because they will always choose their favorite team.

Q66: A team is working on implementing a communications system when the client says that they are considering closing the project. The project manager schedules an urgent meeting with the client to understand why the project is at risk.

Which two tools or techniques can the project manager use to influence the client's decision to keep the project active? (Choose two)

- A. Voting.
- B. Alternatives analysis.
- C. Autocratic decision making.
- D. Multi-criteria decision making.
- E. Cost-benefit analysis.

Q67: A team member shares with their functional manager some negative details about the performance of another team member that was discussed during the retrospective. The project manager finds out about this discussion.

What two actions should the project manager take? (Choose two)

- A. Contact the team member's functional manager and invite them to the next retrospective.
- B. Meet with the entire team to review the ground rules about safe environments.
- C. Meet with the product owner to talk about the situation.
- D. Meet with the sponsor to review the situation.
- E. Contact the team member to explain what information can be shared outside the team.

Q68: A group has been working together for one month during daily meetings, a team member continues to express issues in completing their tasks.

What should the project manager do?

- A. Have a confidential discussion with the team member to identify the root cause.
- B. Start a discussion with all team members to help resolve the issues.
- C. Move the team member to another task that is more skill appropriate.
- D. Wait for the team to identify and solve the problem independently.

Q69: In a software development project, the product owner and development team agree on a sprint backlog. The highest priority in the backlog is to build a payment module. The team worked on the



module during the first half of the sprint, but now two developers want to spend the rest refactoring another feature that might create issues in the future.

What should the project manager do?

- A. Escalate the issue to the developer's functional managers.
- B. Restate to the developers the importance of focusing at the sprint goal.
- C. Praise the developers for their proactivity and focus on quality.
- D. Let the developers focus on the refactoring work and discuss it in the retrospective.

Q70: During a retrospective meeting, a project manager hears that the stakeholders have been constantly complaining at iteration demos about product features not being delivered as requested. What advice should the project manager give to the product owner to ensure product features are always delivered as requested?

- A. Validate acceptance criteria with stakeholders before backing refinement.
- B. Avoid including stakeholders in iteration reviews.
- C. Create a requirements traceability matrix and distribute it accordingly.
- D. include stakeholders during daily standup meetings to monitor the process.

Q71: After a meeting with the customer, the project manager receives special recognition because the project is always on schedule. Later that day, the project manager attends a regular project team meeting follow up on the status of the deliverables.

What should the project manager do in the project team meeting?

- A. Follow the meeting agenda and make a list of the next deliverables.
- B. Document this feedback in the meeting minutes.
- C. Start planning how to improve the dates of next deliverables.
- D. Share the customer feedback with the project team.

Q72: During the daily meetings with the team, the project manager notices that a new team member is not making the expected progress on an assigned task.

What should the project manager do?

- A. Ask an experienced team member to identify a replacement.
- B. Ask the new team member to reassess their own capabilities.
- C. Ask an experienced team member to coach the new team member.
- D. Ask the new team member to follow the team ground rules.

Q73: A verbal announcement is made that the new team member joining the Scrum team has limited mobility. The scrum master is aware that some team members are unsure how the dynamics of the team will change.

What should the scrum master do?

- A. Set up a meeting to discuss accommodations the team will have to make.



- B. Create a stakeholder engagement plan.
- C. Update the team charter accordingly.
- D. Design a communications management plan.

Q74: The project manager of an agile project has been asked to reduce the budget by 30% Since this is small project and the budget is primarily allocated to resources. What strategy should the project manager use in order to keep delivering value in a restricted environment?

- A. Balance the project team in order to accommodate budget challenges, and provide training to mitigate the risk of low performance.
- B. Restrict the project scope only to basic critical features, and run the project with the current staffing level until all of the budget is consumed.
- C. Reduce the project staff and adjust the scope and timelines accordingly in support of the budget reduction.
- D. Prioritize the product backlog looking for high business value and low effort, and adjust the project budget and staffing to account for those items.

Q75: A project manager realizes that a project is becoming delayed because some key decisions are affected by contradicting views between the organization's senior management and external stakeholders.

What should the project manager do?

- A. Review the stakeholder register and ensure that communications are being followed in line with the communication management plan.
- B. Review the adequacy of the project's governance and ensure that an appropriate structure is in place.
- C. Isolate the project team from external factors such as senior management and stakeholder so that decisions can be made more quickly.
- D. Review the remaining scope and baseline the project's schedule to take into account delays in decision making.

Q76: A company recently used desktop research for a feasibility study. which showed that the project is behind schedule. The project team also has concerns about the impact of scope changes on the project schedule.

What should the project manager do to keep the project on schedule while still meeting project objectives?

- A. Submit a change request to the CCB and update the schedule.
- B. Collaborate with the change control board (CCB) to review the scope and submit any change requests.
- C. Update the scope and move to the next project milestone.
- D. Update the scope and add more resources to the project.



Q77: After completion of a project with specific users in various countries, the project manager's supervisor asks if the project users are satisfied with the way the project was run. What two actions should the project manager take? (Choose two)

- A. Send a questionnaire to the project participants and seek their feedback.
- B. Obtain official approval on the new process from the various countries.
- C. Prepare the lessons learned from the project phase.
- D. Refer to the communications management plan.
- E. Deliver the project materials to the users and see if they have any comments.

Q78: During an iteration of a project, a planned activity becomes more complex. The work should be delivered in the shortest time possible. What approach should be used in this situation?

- A. The cross-functional team members work together to complete the activity.
- B. The team facilitator gets support from external team members.
- C. The team members bring in a specialist to help them.
- D. The product owner moves it to the product backlog.

Q79: The marketing team is transitioning to using hybrid approaches for their projects. The marketing director is not knowledgeable about hybrid methodologies, and the project manager needs the director's support as the marketing director is a key stakeholder. What should the project manager do to obtain the support?

- A. Ask the marketing director to participate in daily meetings.
- B. Ask the marketing team members to coach the director.
- C. Train the marketing team and keep the director informed.
- D. Mentor the marketing director on hybrid approaches.

Q80: As part of the strategic plan, a company decides to implement a new software platform to manage a centralized document repository. Some requirements are clear and some need more detail. What should the project manager do first to decide how to manage this project?

- A. Register all requirements into a backlog for further detailed analysis.
- B. Select a predictive development life cycle based on the team's experience.
- C. Determine the most appropriate life cycle approach for the project.
- D. Split the requirements, put them into two separate projects, and apply different approaches.

Q81: In a newly formed project team, one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team. What should the project manager do?

- A. Ask the team member to enter this potential schedule delay in the risk register.



- B. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges.
- C. Actively listen to the team member and identify ways to support their needs in completing the tasks.
- D. Set up team-building activities with the project team members to reduce tension.

Q82: An agile project team is looking to develop quality standards for a project. How should the project manager coach the team?

- A. Determine the tools and techniques suitable for the project and ensure that testing is done early and continuously.
- B. Insist that test driven development is implemented along with the automated testing.
- C. Inform the team that user acceptance testing is required to ensure that the product owner accepts the solution.
- D. Ensure that the definition of done (DoD) is provided when the product owner agrees that all acceptance criteria have been met for the user story.

Q83: While reviewing prototypes, the quality team found some deviations that do not affect the main functionality but have the potential to be an issue in the future. To avoid major problems in the future, the team recommends corrective actions that will require additional funds. The project is already struggling to stay on budget and has even used some of the contingency reserves. What should the project manager do?

- A. Ask the quality team to discard the sample and test again with a new sample.
- B. Report to the project sponsor that the product is working and the project is struggling with the budget.
- C. Ask the product designer why the deviation was not considered in the design phase.
- D. Evaluate and initiate the change request process with the stakeholders.

Q84: A project manager accepts a delivery at the project site but the items are of a poor quality. The manager gets the local vendor to fix the items but more deliveries from this vendor are expected. What should the project manager do going forward?

- A. Call the vendor and have them verbally guarantee the quality of the next site delivery.
- B. Review the contract requirements and ask for the applicable evidence for quality assurance.
- C. Allocate extra time to inspect deliveries for quality assurance upon arrival at the site.
- D. Have the vendor issue the quality documentation prior to the next delivery.

Q85: During project execution, the risk owner is monitoring the critical speed rate of a power engine to eventually trigger the defined risk-response strategy. During the risk assessment and management process phase, it was defined that the power engine has the following characteristics:

- 1,600 rpm (rate-per-minute) -> stops working and crashes the system
- 1,500 rpm (rate per-minute) -> warns of max rate allowed
- 1,400 rpm (rate -per-minute) -> reduces the power and brakes the engine.

Which of the following statements is correct?



- A. 1,600 rpm is a project issue
1,500 rpm is an event that triggers a response strategy; and
1,400 rpm is a project risk
- B. 1,600 rpm is a project issue,
1,500 rpm is a project risk, and
1,400 rpm is an event that triggers a response strategy.
- C. 1,600 rpm is an event that triggers a response strategy
1,500 rpm is a project issue; and
1,400 rpm is a project risk.
- D. 1,600 rpm is a project risk
1,500 rpm is an event that triggers a response strategy; and
1,400 rpm is a project issue

Q86: A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project. What should the project manager do?

- A. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.
- B. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- C. Delay the project until the issue is addressed and no longer presents as a risk to the project.
- D. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.

Q87: A team is holding the first demonstration of the software built to date on a medium sized project. The product owner has uncovered a number of issues they would like to be addressed before providing approval. How should the project manager approach this problem?

- A. Refer the product owner to the change management plan, then escalate to steering committee.
- B. Plan to address the issues through backlog grooming and incorporate them into the next sprint.
- C. Refer the product owner to the signed business requirement document and explain that the current plan cannot facilitate these changes.
- D. Tell the product owner the issues will be addressed in the second version of the software.

Q88: One team member is not as active as the rest of the team during a brainstorming session. The project manager has a separate conversation with the team member and learns that the team member is slightly hearing impaired. The team member appreciates the project manager's concern. The project manager decides to change the time and room for the meeting to ensure everyone can participate. What interpersonal skill did the project manager use?

- A. Networking
- B. Influencing
- C. Conflict management



D. Emotional intelligence

Q89: A project manager is assigned to lead a newly formed agile team. The functional manager has assigned tasks to team members, but the team members do not feel empowered. How can the project manager promote empowerment and accountability among the team?

- A. Encourage and assign the team to perform demos of their products or software with the customers.
- B. Give the team autonomy to make their own decisions on how to perform the tasks.
- C. Encourage the team to keep the product owner involved when choosing ways to resolve the given task.
- D. Assign the tasks individually based on the role of the team member to ensure expertise on the subject.

Q90: A project manager is assigned to a new project to deliver a product at the end of the year. The project manager was informed by the vendor that a core component could not be shipped on time, which will impact the schedule.

What should project manager do next to minimize the impact on the project?

- A. Schedule a meeting with all stakeholders to extend the project deadline.
- B. Review and update the issue log and determine if any alternative components can be offered.
- C. Replace the vendor with a new vendor who can offer the component on time.
- D. Add item to the next status review to make stakeholders aware of the vendor issue.

Q91: During the course of a project, the project manager wants to ensure that the work carried out and the product being created do not deviate from the prescribed business value.

What should the project manager pay special attention to in order to achieve this goal?

- A. Carrying out quality audits and failure analysis.
- B. Monitoring and updating the benefits realization plan.
- C. Reviewing and updating the requirements management plan.
- D. Monitoring the work breakdown structure (WBS).

Q92: During project execution, a project manager is informed that most of the project team members have enrolled in the newly implemented work-from-home company policy.

How should the project manager reflect this change in the project?

- A. Update the stakeholder engagement plan to include the emergency contact information for enrolled team members.
- B. Update the communication styles for enrolled team members in the communication management plan.
- C. Update the resources calendar for enrolled team members in the resource management plan.
- D. Update roles and responsibilities for team members in the responsibility assignment matrix (RAM).



Q93: A project manager invites the company CEO, sponsor team members and an external representative to a meeting to review the project management plan. The project manager starts to present the budget, but the CEO suddenly asks to end the meeting.

What should the project manager have done to avoid this situation?

- A. Reviewed the cost management plan with internal participants and CEO prior to inviting an external client representative to the meeting.
- B. Performed a root cause analysis with the external client representative and documented the findings in the lessons learned register.
- C. Sent the presentation slides to internal participants first and then to the external client representative prior to the meeting.
- D. Reviewed the communications management plan before inviting an external client representative to the meeting.

Q94: In a hybrid project, the customer decided on a major change for the project design. This change was approved, and the impact on schedule and budget is known. The software team leader, who is supposed to develop the software, refuses to commit to delivery dates, claiming that they work using an agile approach and cannot commit to a final delivery date. The hardware team depends on this software to develop their part of the product.

What should the project manager do?

- A. Add this risk to the risk register and monitor it according to the risk management plan.
- B. Impose the delivery dates on the software team leader and notify the functional manager about the situation.
- C. Ask the software team leader to use a predictive approach and commit to a delivery date.
- D. Escalate this to higher management and ask for help to resolve the issue.

Q95: A key project stakeholder who was a big supporter and motivator for the project team is leaving organization. The project team is experiencing low morale and poor teamwork.

What should the project manager do to improve morale?

- A. Forge consensus through team participation.
- B. Build team connections and emotional bonds.
- C. Identify the wants and aspirations of the team.
- D. Set goals and push the team to achieve the goals.

Q96: A multinational company has a plan to expand their business into a new country where they currently have no presence. A project manager is assigned to initiate this project.

After reviewing the business case, what should be considered first when developing an appropriate implementation strategy?

- A. Ensure that project sponsors are in agreement on the project deliverables and timeline during the project.
- B. Acquire project resources from the new country to mitigate the risk of uncertainty.



- C. Evaluate the environmental and regulatory factors and identify high level risks and assumptions.
- D. Identify and monitor the risks closely since the company does not have lessons learned for this country.

Q97: A project manager finished reviewing the project deliverables for the current iteration with the customer. A new key stakeholder, who just joined the customer's team, complains that the results do not provide the capabilities the business anticipated.

What should the project manager do to address this issue?

- A. Create a change request and update the scope management plan.
- B. Update the project management plan and lessons learned.
- C. Conduct stakeholder identification and a project objectives review session.
- D. Update the stakeholder list and fix the deliverables.

Q98: A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies, procedures, and guidelines for this type of project.

What should the project manager do first to determine a governance approach for the project?

- A. Choose either a predictive or agile framework best suited to the nature of the project and use this framework as the basis for project governance, procedures, and guidelines.
- B. Consult a subject matter expert (SME) ask to the best governance policies, procedures, and guidelines to be used by the project.
- C. Consult with team members and stakeholders to determine whether the organization has any informal governance policies, procedures, and guidelines.
- D. Coach the self-managing team to produce tailored governance policies, procedures, and guidelines for the project.

Q99: A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learning from the retrospectives during each phase.

How should the business increase the value of the project?

- A. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.
- B. Ask the benefits owner to reassess the identified risk that are impacting the outcomes of the financial benefits.
- C. Consult with experts on methods to reduce costs and increase the financial value of the project.
- D. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

Q100: A team member in a hybrid organization informs the project manager of a new way to execute an activity with a shorter duration. The project manager has not used the new process before, but a



trusted team member explains that their previous experience with the process validates the efficacy of the new process.

Which two actions should the project manager take? (Choose two)

- A. Assess the impact and implement this new process.
- B. Postpone the decision until the next process.
- C. Update the project schedule.
- D. Involve the team member's functional manager.
- E. Update the work breakdown structure (WBS).

Q101: A team has been struggling with various issues during the course of an iteration. The project lead facilitates a discussion of the issues and the team forms new team agreements. During the next iteration, some of the same issues appear again.

What should the project lead do next?

- A. Notify senior management of the issues, and have them review the importance of agreements with the team.
- B. Post the agreements in a conspicuous place where all of the team members can see them.
- C. Let the team to determine the best means to prevent the issues from occurring again.
- D. Challenge the team to determine if the issues surfaced again because agreements were not followed.

Q102: A project manager is assigned to a project within a program. The high-level requirements of the project are known, but the priorities of some of the requirements are uncertain as they are interdependent on some other pipeline projects within the program.

How should the project manager prepare for the next step of the project?

- A. Wait for the other project estimates before planning the schedule.
- B. Escalate to the management team to increase the timeline based on the complexity of the project.
- C. Ask the project management office (PMO) to estimate the tasks for all the projects and share the Project management plan.
- D. Prioritize and estimate the milestones for the high-level requirements based on historical data.

Q103: A project manager for a large, multiyear, industrial project has a project with diversified stakeholders from various geographical areas. Recently, the project manager encountered an issue with stakeholder engagement.

Which two tools should the project manager use to determine the underlying reason for why engagement is not having the planned effect? (Choose two).

- A. Open-space meetings.
- B. Issue log.
- C. Ishikawa diagrams.
- D. Communications management plan.
- E. Five ways.



Q104: During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level. What should the project manager do next with this opportunity?

- A. Share this opportunity with another project.
- B. No more action is required.
- C. Establish a contingency reserve to support opportunity.
- D. Further monitor the opportunity.

Q105: A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due, the team informs the project manager that the project will be delayed because a component was not delivered on time. Competing priorities of the shared resources are delaying delivery of the component.

What should the project manager have done to prevent this delay from happening?

- A. Maintained constant communication with the stakeholders of the other projects.
- B. Updated the risk management plan and registered lessons learned for the project.
- C. Used the resource management plan to identify the impacts of the other projects.
- D. Reorganized the team for the project based on the work breakdown.

Q106: The client will not agree to closure, claiming that the project team has not performed the code inspections mandated in the development contract. The project team has performed the code inspections; however, the records are not complete.

What should the project manager do?

- A. Close the project and hand over the deliverables to the client.
- B. Hold the lessons learned workshop with the project team and project sponsor to avoid contractual compliance issues arising in future projects.
- C. Seek expert legal advice on the interpretation of the clauses in the contract.
- D. Hold a meeting with the project team project sponsor and the client to agree to the further work required to close the project and add to lessons learned.

Q107: The project manager started a new project and must ensure that the team members and stakeholders are adequately trained. After an interview with the team, the project manager discovers that all resources have experience in different agile methodologies.

What should the project manager do?

- A. Ensure the team has a common understanding of agile.
- B. Make sure the project team is aware of all agile techniques.
- C. Skip the training because the team already understands agile.
- D. Teach one agile methodology fully and completely.



Q108: During a project's third iteration, two of the existing team members were replaced. As the project entered the next iteration, the team velocity dropped and the performance started to slip. What should the project manager do?

- A. Convene a team building event to address key performance indicators (KPIs).
- B. Discuss the decrease in productivity with human resources.
- C. Guide the team to revert back to the forming and storming stages.
- D. Escalate the issue to the project sponsor.

Q109: The sponsor is supportive in leveraging agile approaches. The project manager is contemplating how to roll out the agile approach and gain buy-in from both project team members and stakeholders. What should the project manager do first?

- A. Start with a pilot project of appropriate complexity and provide agile training to those who are impacted.
- B. Determine which agile software tools will be required to support agile delivery within the organization.
- C. Select a current predictive project, define the approach and provide agile training to execute the remainder of the project.
- D. Determine how to transform organization using agile techniques, including organizational training and communications.

Q110: In a hybrid project, the customer has issued a contract that specifies the deliverables for each quarter. The customer wants to show their stakeholders a tangible outcome in the first quarter and wants to move the second milestone to the first quarter. The project manager explains to the customer that it is not feasible unless the requirements for the second milestone are changed. What two actions should the project manager take? (Choose two).

- A. Convince the customer to leave the second milestone in place and not change it.
- B. Go back to the development team and discuss which second milestone requirements can be performed in the first quarter.
- C. Escalate the issue to upper management to resolve the problem and suggest a plan.
- D. Ask the customer for their priorities regarding the requirements for the second milestone.
- E. Tell the customer that moving the milestone has a very high impact on the cost of the project.

Q111: A project manager in a quickly growing hybrid organization is becoming increasingly frustrated at the rapid amount of change in daily operations. Several newer team members have already left the team or have been promoted to other roles in the organization.

What should the project manager do to ensure the project governance remains stable?

- A. Update the team charter with new team members.
- B. Develop a new social **contract** to empower the team.
- C. Update the project management plan on a regular basis.
- D. Work with senior leadership to update organizational process assets (OPAS).



Q112: A project manager is building a project team. All of the project team members have worked on projects. One of the team members is known for challenging most organizational procedures and processes.

What should the project manager do first to ensure a smooth project initiating?

- A. Review the organizational process assets (OPAS) with all team members and establish ground rules.
- B. Ask the project sponsor to replace or remove the troubled team member.
- C. Ask the project sponsor to define the ground rules and share them with the team members.
- D. Set up a meeting with the team members to review the project management plan.

Q113: A company is starting a project to implement a service center. The initial project planning is complete, and a project management plan has been drafted, with a project duration of 24 months. The project sponsor has requested that the first site be completed within the next three months. The project manager thinks it is a good idea to use an agile approach.

What should the project manager do first?

- A. Request the product owner to propose product specifications.
- B. Gather the project team together to create a team charter.
- C. Submit a change request to modify the project duration to three months.
- D. Facilitate a planning session for the first site.

Q114: During the final stage of a project, one of the key stakeholders asks the project manager to debrief the executive board about the return on investment (ROI) and any relevant new commercial value identified during project implementation.

What should the project manager do next?

- A. Review the cost management plan.
- B. Review the cost-benefit analysis.
- C. Review the financial success factors.
- D. Review the benefits management plan.

Q115: A project manager receives an update that the development flow is not going well. Some team members cannot start their work because the delivery is late. The project manager observes a bottleneck when looking at the Kanban board and the work in progress (WIP) lines.

Click the title of the queue in the Kanban board below that requires additional resources to relieve the bottleneck.



New	Specification	Code	Test	Document	Done
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
<input type="checkbox"/>		<input type="checkbox"/>	2		
	4			5	
		5			

- A. Code.
- B. Specification.
- C. Test.
- D. Document.

Q116: At project initiation a quote for the required services was requested from a vendor and the work was estimated at US\$ 100,000. As the project progressed, requirements were updated following the company's procurement process and modified quote was received for more than US\$ 250,000. The allocated contingency funds are not sufficient to cover the difference. What should the project manager do?

- A. Proceed with the best offer as per procurement process.
- B. Review the contract type that will be awarded to the vendor.
- C. Restart the procurement process and select a new vendor.
- D. Engage the steering committee and escalate the issue.

Q117: A project manager realizes that a project team member is still working on a user story. The piece of code that has been developed for country A is being customized for country B, but there is a huge delay that is affecting the sprint goals. What should the project manager do in this situation?

- A. Include this as a discussion topic for the next standup meeting.
- B. Ask the team to request outsourcing from the division management.
- C. Skip including this functionality in the final product.
- D. Replace the project team member with a new developer.

Q118: A project is 70% complete. During a product review meeting, a stakeholder complains that additional features should be include. What should the project manager do next?



- A. Submit a change request to the change control board (CCB) and inform the sponsor about the changes.
- B. Update the project management plan with the requested changes and inform stakeholders.
- C. Review changes with the team and go through the formal change control process.
- D. Inform the stakeholder that the changes will be applied as product fixes.

Q119: A project manager for a building construction project is planning to go on vacation midway through the project execution phase.

What should the project manager do first to ensure the team is empowered and deadline are met?

- A. Postpone the vacation to different time.
- B. Allow the team to make decisions to stay on schedule.
- C. Analyze the impacts and create a plan for team decision making.
- D. Ask the project sponsor to make any necessary decisions.

Q120: A multiyear project has been progressing as planned. Due to a recent technological innovation in the market, a key stakeholder raises a concern that the benefits of the project deliverables are no longer satisfactory.

What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Ask for additional budget to adopt the new technology.
- C. Perform a risk analysis to assess the situation.
- D. Submit a change to redefine the scope.

Q121: A company is using a predictive approach for the development of a particular component as defined in the scope management plan, due to regular changing requirements, the development team has requested to utilize agile approaches.

What should the project manager do about the development team's request?

- A. Ask the project sponsor to obtain approval for implementation of the approach.
- B. Forward the request to the project management office (PMO) to amend the organizational process assets.
- C. Analyze the requirements that will need to be addressed under the requested method.
- D. Escalate the request for additional financial resources.

Q122: 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?

- A. Emphasize to the teams the importance of meeting the agreed deadlines.
- B. Accept the risk of the project missing deadlines due to the mismatch.



- C. Provide appropriate training to compensate for the mismatch.
- D. Update the project schedule to reflect the delay.

Q123: During the course of the project, several obstacles are identified that are preventing the project from moving forward.

What should the project manager do to remove the obstacles?

- A. Prioritize the obstacles for resolution.
- B. Implement plans to remove the obstacles.
- C. Have the project team work on the other activities.
- D. Escalate to the project steering committee.

Q124: A project team has been together for a long time and has been led by three different projects 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 improving and sustained?

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

Q125: 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 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. Schedule the project kick-off meeting immediately.
- B. Review the knowledge repository for similar projects.
- C. Establish mentoring and coaching sessions.
- D. Meet with the project sponsors to align expectations.

Q126: A project team has transitioned to full-time remote working. The project manager started noticing that some team members have not been completing their assigned tasks by the planned dates despite reminders during weekly team meetings. This has the potential for delaying the project delivery.

How should the project manager resolve this situation?

- A. Set up review sessions with each of the team members to identify the root cause of delays.
- B. Mentor the team members to work in a remote work environment to ensure productivity.
- C. Communicate the delivery dates twice a week to the team members to ensure timely delivery.
- D. Talk to the resource managers regarding the delay and request additional resources.



Q127: A project team member complained to the project manager that they are not sure if they are working on the latest requirements document because it was emailed to them about one week ago. They mentioned that, in the past, they worked on a document for more than 20 hours only to find out later that another team member had already updated that same document but did not send them latest revisions.

What should the project manager do to avoid this situation in the future?

- A. Implement a project management information system (PMIS).
- B. Encourage better team communication by positioning team member closer together.
- C. Update the communications management plan to ensure correct delivery of the latest version.
- D. Restrict team members from sending the requirements documents via emails.

Q128: A project manager is leading an automation project. The project team is collocated and includes people from both the technical and business units. The project manager discovers that personal differences and work styles are affecting the project negatively.

How should the project manager address this?

- A. Develop a schedule that ensures people with personal differences work separately.
- B. Meet with the team and agree on expectations from team members.
- C. Use an approach to the project that does not involve collocation.
- D. Invite the functional managers of the different units to address their personal differences.

Q129: An agile project manager has just been given a sizeable software development project to implement.

Early in the initiation stage, the project sponsor requests an indication of timelines for delivery of the initial release.

What tools should the agile project manager use to do estimates?

- A. Product backlog, budget, resource management plan.
- B. Resource management plan, retrospective notes, backlog grooming.
- C. Backlog grooming, product backlog, minimum viable product (MVP).
- D. Budget, minimum viable product (MVP), retrospective notes.

Q130: A project manager assigned to an engineering construction project is receiving questions from the site engineers. Several questions are related to carrying out activities to meet timelines that compromise the work crew's safety. When reviewing these questions, the project manager realizes that the engineers do not feel empowered to make decisions.

How should the project manager address this?

- A. Consult the previous project manager to discuss how they managed these questions.
- B. Ensure all engineers are aware that questions should only be submitted in their weekly reports.
- C. Email the company vision to the engineers and tell them they need to meet deadlines.
- D. Reinforce to all engineers the company vision of a safety-first approach to project activities.



Q131: A key resource is newly assigned to a project. The project manager and the resource did not get along well in a previous project. This resource is needed to ensure the completion of a major component for the project.

What should the project manager do?

- A. Discuss this with the project sponsor and request that these key resources be replaced on the project.
- B. Monitor the key resources closely throughout the project, but do not let the project sponsor know about the conflict.
- C. Work on resolving the differences with the key resource and building a good working relationship to ensure project success.
- D. Request that the key resource's functional manager work directly with the resource during the project.

Q132: During a product demo with key stakeholders, the team identifies that one of the functionalities failed to perform as expected.

What should the project manager have the project team do first to address the issue?

- A. Update the issue log and document the change.
- B. Perform a root cause analysis.
- C. Review the product specification requirements.
- D. Submit a change request for corrective action.

Q133: During the project planning phase, a project manager called a meeting to discuss the product backlog with multiple stakeholders who represent the end users in various capacities. Only one executive manager attended the meeting.

What should the project manager do?

- A. Proceed with the meeting in order to keep the project on track and start prioritizing the product backlog.
- B. Meet with each stakeholder individually to gather input to the product backlog and begin project planning.
- C. Reschedule the meeting to ensure the majority of stakeholders are present for the product backlog discussions.
- D. Proceed with prioritization of the product backlog based on previous lessons learned and complete the project planning phase.

Q134: 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. Ask the customer to email all requests directly to you and you will ensure they are actioned by the correct team member.
- C. Organize a meeting to mediate the relationship between the customer and the team member to ensure no feelings are hurt.
- D. Explain to the customer that the team member was just trying to help and the changes can be reverted if necessary.

Q135: A project manager is leading a major water pipeline project and realizes midway into the project that the project completion date is not achievable. Local farmers who rely on the water for irrigation may be affected due to the delay. The project manager is afraid of their displeasure and reaction, which will affect the project.

How should the project manager plan the communication to the stakeholders?

- A. Deliver the information to the stakeholders with the project management office's (PMO) assistance.
- B. Document and accept this risk and communicate this decision to the project sponsor.
- C. Collect feedback from the farmers and keep the information within the project team.
- D. Propose a solution to the stakeholders and communicate it to the local farmers.

Q136: A project is ending and the final deliverables have been accepted by the customer. The project team is pleased that the project was a success; however, some groups within the customer's organization believe the objective of the project was not met.

What should the project manager have done to avoid this issue?

- A. Distributed a detailed quality management plan to the key stakeholders.
- B. Performed project reporting according to the communications management plan.
- C. Included the final report during the closing phase to ensure common understanding.
- D. Identified key stakeholders and included all of them in project agreement discussions.

Q137: A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

- A. Organize a stakeholder meeting brainstorm on general project risk.
- B. Extract this from the project risk register tracking tool and issues log.
- C. Refer the sponsor to the contract document.
- D. Share the annual report with the sponsor.

Q138: A labor union contract negotiation is delaying the completion of a project to build a new manufacturing plant. Because the labor contract was due for renewal this year, the project manager documented the negotiation process as a risk to the project. The project was about to start the first phase of equipment installation at the plant when the negotiation began.

How should the project manager address the situation?

- A. Acquire contract resources and submit a change request for the cost impact.



- B. Escalate the issue to the steering committee to ask for mitigation support.
- C. Meet with the project team to determine options for risk mitigation.
- D. Log the issue and follow the planned actions in the risk response plan.

Q139: Drag the characteristics of the stage on the left to the correct Tuckman Ladder stage on the right.

	Characteristics	Stages
1	Team members argue and are not openly collaborative	Forming
2	Members are reassigned to another projects	Storming
3	Team member are independent and work in silos	Norming
4	Members adjust their work habits with trust	Performing
5	Members are independent and work effectively	Adjourning

Q140: Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects. How should a project manager solve this issue?

- A. Promote adoption of the communications management plan with the project team.
- B. Host a team-building event to develop team cohesion and improve communication.
- C. Request a meeting with senior management to escalate the situation.
- D. Propose implementing a new project management information system (PMIS).

Q141: A project started 12 months ago and is currently on iteration 12 of 14. The team has performed well and completed all deliverables on time. However, some team members are starting to complain about the length of the project, creating a risk for lack of performance at this critical stage. What should the project manager do as a servant leader to mitigate this risk?

- A. Apply additional controls to the project deliverables to ensure that all milestones are achieved on time.
- B. Meet with the team to reinforce their responsibilities and the consequences if the project deliverables are not completed on time.



- C. Contact the functional manager to ensure that team motivation remains high until the end of the project.
- D. Schedule a team event with the project sponsor to highlight the importance of the project and recognize the work of the team.

Q142: A new project manager is managing a hybrid project. The project manager wants to be a servant leader to support the team by removing impediments, but is not receiving feedback from the team about the issues and risks they are facing. What should the project manager do?

- A. Review the communications management plan and implement changes.
- B. Implement daily standups where the team can share their impediments, risks, and issues.
- C. Distribute a copy of the communications management plan to the scrum master.
- D. Schedule weekly risk review meetings with the team to review project risks and concerns.

Q143: A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logistics manager provided details to the customer 2 weeks ago, and set up a weekly conference call to effectively communicate with them, but the customer has not been participating in the calls. How should the project manager handle this situation?

- A. Request a change in the contract to include the shipment in the project management plan.
- B. Inform the customer that subsequent packages cannot be manufactured.
- C. Request a delivery date extension from the customer.
- D. Find the root cause of the issue and discuss the customer's current engagement.

Q144: Close to the end of a project, a customer claims that some deliverables have not been met and starts initiating change requests. What should the project manager do next?

- A. Refer to the requirements traceability matrix.
- B. Review the approved project charter.
- C. Escalate the change request to the project sponsor.
- D. Revise the project scope baseline.

Q145: In a multinational project, stakeholders are in different time zones. The project manager has regular project update meetings with the stakeholders. However, a group of stakeholders who has never attended project update meetings is complaining to the project sponsor that they know very little about the project. What should the project manager do?

- A. Ensure that the stakeholders who are complaining are present for the next project update meetings.
- B. Change the meeting time to the working time zones of the stakeholders who are complaining.



- C. Discuss the issue with all stakeholders and work on a communications management plan to meet all stakeholder requirements.
- D. Record the regular project update meeting and share it with all stakeholders after the meeting is completed.

Q146: During the planning for a long project, the project manager recognized that several members of the team are new to their roles.

How should the project manager incorporate this into planning?

- A. Ensure planning has accounted for replacing team members in new project roles who do not deliver on project goals.
- B. Assess the training requirements and ensure time for professional development training by senior members.
- C. Revisit the project resource allocation to remove the inexperienced team members assigned to the project.
- D. Increase the overall project duration to account for the inexperienced team members on the project.

Q147: 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 member, which could prevent the transformation from happening as planned.

What should the project manager do?

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

Q148: 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. Review the terms and conditions of the contract.
- B. Review the stakeholder engagement plan.
- C. Add the needed manual and update the risk log.
- D. Submit a change request to include the manual.

Q149: A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference.

What can the project manager do to improve interactions between the team countries?



- A. Explore the opportunity to have both teams collocated.
- B. Ensure full participation of both the product owner and business SMEs in scope planning sessions.
- C. Plan for frequent face-to-face meetings.
- D. Identify virtual communication methods and arrange for regular team meetings accordingly.

Q150: A customer interacts directly with a Scrum team and continually requests changes in priorities. This causes confusion among the team members and they complain to the project manager. What should the project manager do?

- A. Ask the customer to submit a change request to the project sponsor.
- B. Advise the customer to discuss changes with the product owner.
- C. Document this issue in the sprint backlog for discussion at a team meeting.
- D. Encourage the team to clarify the requests with the customer.

Q151: A project manager is working on a project with multiple work streams. One of the work streams missed its deadline multiple times. Who should the project manager speak to about this situation to ensure it does not happen again?

- A. Work stream leader and project management office (PMO).
- B. Work stream leader alone.
- C. Work stream leader and project sponsor.
- D. Work stream leader and functional manager.

Q152: A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service. What should the project manager do next?

- A. Evaluate the impact of this decision and communicate with management.
- B. Meet with management about their decision and ask them to get another project manager.
- C. Replace some of the team members that work virtually to help the company save money.
- D. Agree with management and continue working the project management plan.

Q153: During project completion, a project manager receives a request from the customer for a reduced cost of goods. The customer's request will affect the sales department's budget and forecast. In order to reach a consensus and have a successful project completion, what should the project manager do first?

- A. Identify and satisfy both parties underlying wants.
- B. Analyze the bounds of the negotiation for agreement with both parties.
- C. Initiate a change request to accommodate the revised cost of goods.
- D. Comply with the customer's request to achieve the project mandate.



Q154: A contractor delivering construction services to a company is using agile principles to manage the project tasks. Engineers are producing frequent design changes due to new legislation. There is a risk the contractor may lose money due to resources waiting on design changes or performing rework. What should the project manager do to minimize the cost?

- A. Put the project on hold until all definitions are ready in order to avoid rework.
- B. Capture the engineers' feedback at the daily meeting and communicate it to the product owner.
- C. Cancel the project and release resources, then start again when all the definitions are ready.
- D. Review the backlog with the product owner and prioritize the tasks that are least likely to be affected by a change in legislation.

Q155: A project using a hybrid approach to migrate from a current system to a new and enhanced system is underway. The plan is to migrate the system in stages. However, the operations team is complaining that they are not ready to start supporting the new system. How should the project manager effectively approach this situation?

- A. Prepare detailed documentation to be shared with the operations team during project closure.
- B. Create a lesson learned register to include operations team training for future projects.
- C. Include knowledge transfer sessions between the project and operations teams at every stage.
- D. Change the project management plan to add a final stage for product handoff to the operations team.

Q156: 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 did not fully engage the project sponsor.
- B. The project should have constructed training centers in the remote towns.
- C. The project should have representatives in all the remote towns.
- D. The project did not identify and engage the correct stakeholders.

Q157: 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. Request to replace the junior economist with a more experienced economist.
- B. Reassign some of the junior economist's tasks to other economists.
- C. Consider organizing paired work sessions for the junior and senior economists.
- D. Evaluate the performance of the junior economist in the upcoming months.



Q158: 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. Share the meeting recordings with the key stakeholder.
- B. Email the latest status report to the key stakeholder.
- C. Discuss communication needs with the key stakeholder.
- D. Create a new communication artifact for the key stakeholder.

Q159: 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. 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.
- B. Meet with the operations manager to explain the background for the change and understand the operation manager's concerns about the change.
- C. 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.
- 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.

Q160: A new resource has joined an iterative project team. The project manager notices that the resource is unable to complete the deliverables on time.

How should the project manager address this situation?

- A. Address the lack of performance by coaching the new team member.
- B. Provide performance feedback as part of the retrospective ceremony.
- C. Discuss options to improve performance with the resource manager.
- D. Request a more efficient replacement resource from the project sponsor.

Q161: A project manager is working on a highly complex project. During the execution of the project, the local government changed certain environmental regulations, which could potentially delay the project.

What immediate action should the project manager take?

- A. Update the change request log.
- B. Update the project baseline.
- C. Update the risk management plan.
- D. Update the issue log.



Q162: A project is on its sixth iteration out of seven. Select the two points where the team is performing better than expected. (Choose two).

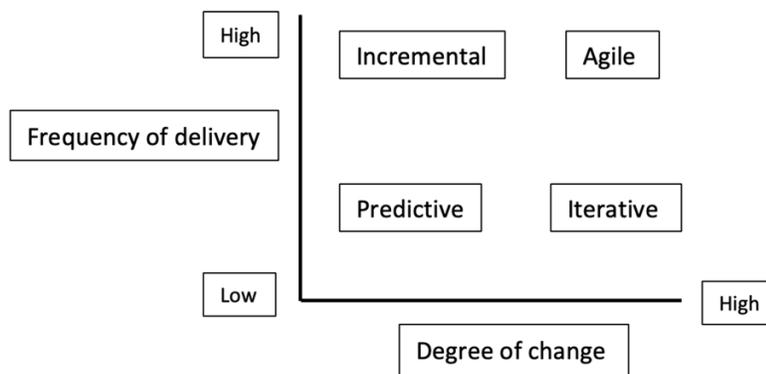


Q163: A project manager who works for a company involved in several industries is asked to lead a software development project for a government agency. The company attempted to execute similar projects for other industries before but was unsuccessful.

What should the project manager do to ensure projects success?

- A. Document this information in the risk management plan.
- B. Review the lessons learned registers from the previous projects.
- C. Continue executing the project using expert judgment.
- D. Develop a contingency plan to prepare for possible risks.

Q164: A retail company identifies that it is losing sales because customers are not promptly informed about promotions and sales points. The company needs to react quickly. A project charter is created along with requests to develop a mobile application for the customer. The marketing department has a long list of features added to the application, but there are no specifications. Considering the objective to deploy customer value, which project life cycle approach should be chosen?





Q165: While working on a poorly defined internal project, project manager receives multiple change requests from senior management.

What should the project manager do first?

- A. Ask for a temporary budget increase to avoid cost overruns.
- B. Identify how the proposed changes will benefit the project in relation to the business case.
- C. Assess the schedule delay and begin implementation to avoid additional lags.
- D. Keep the team motivated and incentivized to avoid exhaustion from working on a lengthy project.

Q166: A Scrum team working in an aircraft manufacturing company has completed its first iteration for a critical project. It is very important for the project sponsor to complete the project on time and under budget. A burndown chart indicates that the project is behind schedule.

Which two actions should the project manager take to manage impediments and improve the team's velocity? (Choose two)

- A. Look for processes that cause bottlenecks and slow down the team's agility.
- B. Assign the items with high complexity to senior developers.
- C. Work with the team to remove impediments as quickly as possible.
- D. Empower the team to make decisions to remove impediments.
- E. Move the items with high complexity to the last iterations.

Q167: During a project review meeting, the project sponsor is worried that the project may not be delivering results as planned. Based on that, the project manager is evaluating the project status. What information should the project manager use as an indicator that the project is actually delivering value?

- A. The project is aligned with the project charter.
- B. Stakeholders are satisfied with the current status.
- C. The project is aligned with the benefits management plan.
- D. The project is under budget and on schedule.

Q168: As a project is reaching completion, the project sponsor tells the project manager to immediately close the project and to move on to another project.

Which critical task should the project manager complete before closing the project?

- A. Meet with the project sponsor and advise that the new project might be difficult to undertake because the current project is not yet complete.
- B. Archive all the project documents following the organization's accepted practices so the documents can be used in other future projects.
- C. Update and close both the risk register and issue log with the latest update and save them in the organization's project management information system (PMIS).
- D. Ensure that the whole team is appropriately recognized and organize a project farewell party to celebrate the project success and closure.



Q169: In an agile team, some of the team members are coming forward to ask for more autonomy on the project.

What should the project manager do in this situation?

- A. Discourage this request, as it is for the management team.
- B. Encourage the team members to make decisions.
- C. Discourage them as conflicts maybe created.
- D. Encourage the team lead to make decisions.

Q170: A complex, high-value agile project includes sprint demonstrations with the customer every four weeks. Executive management is concerned about the project's progress and wants more frequent updates on the project status.

What should the project manager do?

- A. Prepare a weekly status report and share it with executive management every week.
- B. Inform executive management about agile principles and processes that are followed in the project.
- C. Inform executive management that the customer is made aware of the status during the sprint demo.
- D. Ask the team to prepare and share the status report with executive management every week.

Q171: A product owner has an idea for a new product but is struggling to define the features because they are not certain of the perceived business value for each feature.

What should the project manager have the delivery team do to address this issue?

- A. Develop a minimum viable product (MVP) for assessment from a select customer group.
- B. Assess the product roadmap to see if there is another product that is more suitable for the build.
- C. Complete a work breakdown structure (WBS) to assess the cost of each feature.
- D. Commission a business analyst to research similar competitor products.

Q172: The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is off track from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager.

How should the project manager approach this situation?

- A. Continue to work on the project until the stakeholders and management come to a decision.
- B. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.
- C. Socialize with the stakeholders to better understand their needs and reset expectations.
- D. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.

Q173: 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 applied a long-term solution for the issue.
- B. Ensured the project team documented lessons learned about the issue.
- C. Discussed the issue with the stakeholders.
- D. Asked the project team to conduct more testing with users.

Q174: A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of the stakeholders highlighted that they were unaware of the status for the deliverables. What should the project manager do first?

- A. Request the project team include the stakeholder's details and make sure the project status reports are shared with the stakeholder.
- B. Review the communications management plan and verify whether the stakeholder needs are captured in the project management plan.
- C. Schedule a meeting with the stakeholder, and include the stakeholder's needs in the project management plan.
- D. Review the stakeholder management plan and update the stakeholder register for incorporation in the project management plan.

Q175: A project manager is working with an agile team. A key stakeholder who does not join the sprint planning session is very unhappy, as the delivery date for the final product has been pushed back three times.

What should the project manager do?

- A. Share the prioritized items that the team is working on with the stakeholder and invite them to join the sprint planning session.
- B. Meet with the stakeholder to understand the concern and business impact, reprioritize as necessary, and invite them to join the sprint planning session.
- C. Secure some additional funding to recruit more resources to the project team to enable faster delivery.
- D. Direct the product owner to drop other work in progress and work on this stakeholder's requirement as the top-priority item.

Q176: A project manager is assigned to a technical research project. The project team has already been assigned, and the main subject matter expert (SME) sends the project manager a list of the technical skills required for the execution of this project.

What should the project manager do next?

- A. Discuss the list with the project sponsor to confirm that the resources have the required skills.
- B. Meet with the project team to understand their skills and identify potential gaps and training requirements.
- C. Send the list to the project team and ask them to get training on the required skills.



D. Ask the functional manager to review the resource pool and recommend the right individuals to join the team.

Q177: 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. Combine all of the small projects into one big project so the team can collaborate better as one big team.
- B. Implement a project newsletter so the different team members can be informed about the progress of each project.
- C. Make sure that each individual project schedule is aligned with the common deadlines.
- D. Facilitate communication promoting a Scrum of Scrums so the different teams are aware of the dependencies and progress.

Q178: A project requires testing of the product to be done at another department's testing facility, which is known for having low availability. This situation could potentially impact project schedule. What should the project manager do next?

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

Q179: A project manager is establishing a project management office (PMO) for a company-wide program to implement a software based on artificial intelligence (AI). As part of the PMO tasks, some stakeholders need help understanding how to deal with difficult situations. Which activity should the project manager use to help train the stakeholders?

- A. Mentoring and coaching.
- B. On-the-job training.
- C. Team assessment.
- D. Contract negotiation.

Q180: A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week. What should the project manager do to benefit from the SME's presence?

- A. Organize a mentoring session with the team and the SME.
- B. Review the project scope statement with the SME.
- C. Meet with the SME to discuss the current challenges the team is facing.
- D. Ask the SME to review the scope for alignment with the project charter.



Q181: 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. 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.
- B. Raise a new issue in the issue log and convene subject matter experts (SMEs) and relevant stakeholders to identify alternatives to address the problem.
- C. Raise a new risk in the risk register, perform a risk assessment, and convene SMEs and relevant stakeholders to plan a risk response.
- D. Discuss the issue with the project sponsor and request extra time and budget to obtain the component from a different supplier.

Q182: A project manager is leading a hybrid project. The self-organizing teams are continually late in delivering their demos, resulting in low morale. The steering committee is familiar with the reporting an associated with a predictive approach and is concerned about the project because it is unclear if the expected value will be delivered.

What should the project manager do?

- A. Emphasize to the teams the importance of reaching the agreed deadlines and value.
- B. Suggest to the teams to limit the scope of work per iteration so they will start to deliver more reliably.
- C. Request to coach the team to ensure motivated project team members are on board.
- D. Update the project schedule with a buffer to reflect the expected delays being incurred by then team.

Q183: During the executing phase, a project manager is reviewing the issue log and finds there are outstanding high priority issues that are still open. Most of the open issues require effort from external domain experts who are not on the project team.

What should the project manager do?

- A. Request that the project team members learn the required domain knowledge and resolve the open issues in a short time.
- B. Review the open issues with the issue reporter and issue a change request to hire an external domain expert.
- C. Ask the issue reporter to close the issues, because there are no project team members who have the required domain knowledge.
- D. Reduce the project scope to ensure that the project team has the knowledge to deliver the system on schedule.

Q184: A company made several changes recently, which resulted in a positive change in the company culture. A project manager was just assigned to report to a new project supervisor whose leadership



style about getting things done quickly regardless of employees and operational impacts. Some employees are complaining about this.

What should the project manager do?

- A. Revisit the company's organizational culture.
- B. Ask senior management to move the supervisor to a different project.
- C. Clarify expectations by explaining the company culture with the supervisor.
- D. Instruct the employees to listen to the supervisor.

Q185: A project manager is appointed to manage an infrastructure project that spans across several countries, including different time zones within a sub region. It is likely that most of the project team members will never meet, but they will have to collaborate to ensure deliverables are met. What should the project manager do to ensure good collaboration between the remote project team members?

- A. Discuss the concerns with the project sponsor and modify the project charter to include more budget for interactions.
- B. Plan a communication method and allow the project team members to virtually interact.
- C. Set the ground rules and identify a contingency plan in the risk register.
- D. Create a social media group platform for the team to create a supportive environment.

Q186: 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.

Q187: 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. Defined clear acceptance criteria at the initiation phase and continued with the project.
- B. Assessed the technical and organizational readiness for the project and identified risks at the beginning of the first iteration.
- C. Requested the product owner's approval to add an external expert to define the acceptance criteria.
- D. Increased the communications between the team member and the product owner.

Q188: During project execution, an important stakeholder threatens to withdraw support for the project, citing a lack of transparency and accentually in the way the project is being executed. What should manager do to handle this situation?



- A. Refer the stakeholder to the project sponsor.
- B. Approach the stakeholder to address the concerns.
- C. Consult the risk management plan.
- D. Escalate the issue to the project management office (PMO).

Q189: A project manager is assigned to deliver an innovative solution that is part of a brand-new offering. The project manager reviews the request for proposal (RFP) and realizes that key terms are restricted to technical resource assignments. There is also a gap in addressing compliance. How should the project manager bridge the gap and ensure the project delivers the expected business value?

- A. Determine the critical requirements.
- B. Document the risks and mitigations.
- C. Define the project schedule.
- D. Create a project scope statement.

Q190: A project manager working on a large-scale network implementation is frustrated with the hardware supplier. Their deliveries have been consistently late and frequently do not have vital components. The project manager's company has decided to cancel the contract and move to a new supplier, but the only other option is an overseas company. What should the project manager do first to proceed with this change?

- A. Become aware of any cultural characteristics of the new supplier that could impact negotiation.
- B. Engage the services of an interpreter who understands the project domain.
- C. Check social media to determine if there are any common connections that use the new supplier.
- D. Request assistance from the procurement department on the next steps.

Q191: A project team was established for a community impacted by oil and gas exploration activities. The team is required to interact with several external stakeholders. The local council authority has requested a meeting with the project team to discuss the impact of the project on the community. The project manager was not available at the time of the meeting, and the team was in disagreement regarding who should attend the meeting. What should the project manager have done to prevent this conflict?

- A. Updated the communications management plan.
- B. Defined the roles and responsibilities of the team members.
- C. Provided copies of the stakeholder engagement plan to all team members.
- D. Established ground rules for the team.

Q192: 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. The project manager is obligated to comply with the project location's regulatory requirements.
- B. It is imperative that established performance metrics are met.
- C. The project manager must follow their employer's organizational process assets (OPAs).
- D. Injury or loss incidents could delay project deliverables.

Q193: 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 company A. 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. Work with the team to analyze which processes are suitable to use and define them in the ground rules.
- C. Review the historical information and make decision based on the return on investment (ROI).
- D. Ask the team to use company B's processes since they are more familiar with these processes.

Q194: 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 it does not happen again?

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

Q195: An agile project has just started, and the backlog is being prioritized. The customer wants to prioritize business value over identified risks. How should the customer's request be managed?

- A. Accept risks as they decrease over a period of time.
- B. Create a risk value profile to track the relative importance of risks.
- C. Assess risks together with business value during prioritization.
- D. Log and track risks separately as only business value is important.

Q196: A team is developing an experimental program to be used by the public. What should project manager do to ensure the desired benefits are achieved?

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



Q197: A project manager has experience working with a specific provider that has been requested for an upcoming project. This provider often fails to meet deliverable dates; however, it is the only company with the specific experience required for the project.

What should the project manager do during the planning phase?

- A. Hire resources to obtain knowledge about the provider's specific capabilities.
- B. Encourage the provider to work overtime with no additional costs to the project.
- C. Add penalty clauses to the contract and update the risk register.
- D. Contract another provider with less experience and give them a chance to provide the deliverables.

Q198: During a project gate review meeting, it is identified that one of the project deliverables will require corrective actions to meet the project quality requirements.

What should the project manager do first?

- A. Update the risk register and implement the approved risk response plan for quality deviations.
- B. Identify the resources that were responsible for the deliverables and request a team development plan.
- C. Submit a change request to update the project quality requirements for involved project deliverables.
- D. Update the issue log, identify the involved stakeholders, and assign resources to the corrective actions.

Q199: 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 project during execution?

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

Q200: 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. Avoid discussion by referring in the team charter.
- B. Address the team members involved during the next sprint retrospective.
- C. Let the discussion go on as it is important that the team is clear on priorities for the day.
- D. Emphasize the ground rules and then focus on today's activities and impediments.

Q201: A junior project manager with experience in predictive projects has joined a company that uses hybrid approaches for project delivery. A senior project manager with experience in hybrid approaches is assigned to be a coach.



Match the activity descriptions on the left to the correction in the right.

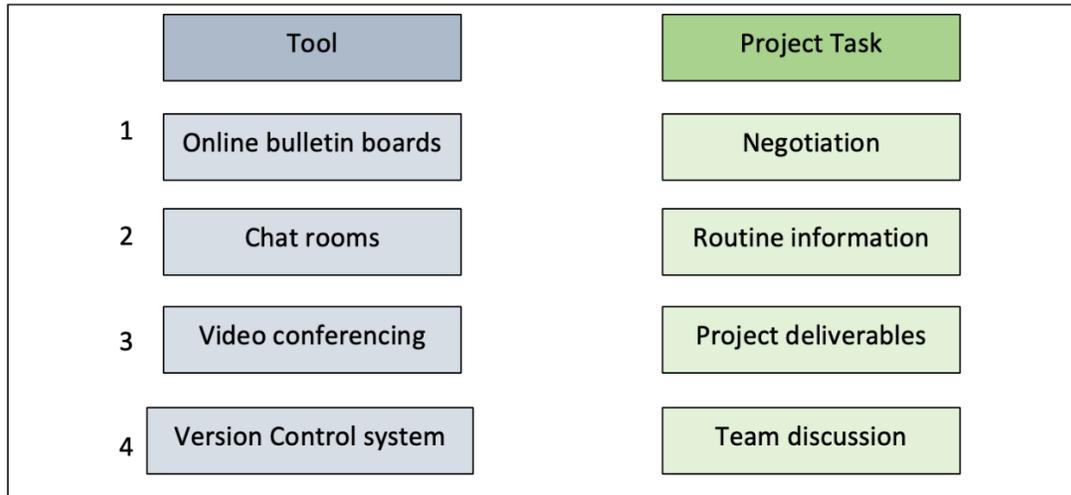
	Description	Tools
1	Explaining to the business what the project team has accomplished in an iteration.	Sprint review
2	Establishing control limit on the project to prevent too much work from being included in a sprint.	Information Radiator
3	Having limited time for requirements elicitation and having many stakeholders with information.	Pareto Graph
4	Providing senior management with information to give them a pulse of where the project stands.	Kanban and Task Boards

Q202: 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. Review organizational process assets (OPAs) for similar projects.
- B. Plan to execute the procurement tasks in a virtual environment.
- C. Ask the project sponsor to put the project on hold.
- D. Create a change request to extend the duration of the project.

Q203: An agile team is geographically separated across multiple continents, and the project manager is in the process of identifying the tools to manage the communication among the virtual teams. Drag the appropriate tool on the left to each project task on the right.



Q204: 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. Email the team a detailed outline of the business requirements.
- B. Ask the new product owner to explain the importance of the project.
- C. Facilitate a discussion of the vision for the project.
- D. Review the project charter with the team.

Q205: 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?

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

Q206: A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.

What should the project manager do next?

- A. Determine a change response to identify and resolve the obstacles to move the project forward.
- B. Engage with the external stakeholders and the division of the organization to resolve the issues.
- C. Escalate the obstacles to the project sponsor for assistance with resolution.



D. Work with the team and others in the network to assess and prioritize the obstacles.

Q207: A product owner has provided the team with a prioritized backlog for the initial launch of a new product. After analysis, the team concludes that some work is missing to support the initial launch and provides this information to the product owner. The product owner acknowledges the missing work and adds it to the bottom of the backlog. The team is not happy with the prioritization that the missing work received.

What should the project manager do in this situation?

- A. Recommend the product owner prioritize the missing work higher because it is needed for the minimum viable product (MVP).
- B. Analyze and reprioritize the backlog and provide the decision to the product owner and team.
- C. Empower the product owner by supporting the decision and instructing the team to follow the prioritization as provided.
- D. Let the project team pull the recommended work from the bottom of the backlog to maximize value creation.

Q208: At the end of a project, one of the suppliers is facing financial difficulties and is pushing the project manager to obtain financial, legal, and administrative approval in order to communicate formal project closure and ensure the transfer of liability.

What should the project manager do next?

- A. Escalate to higher management to expedite the approval.
- B. Make the final payment as the project is completed.
- C. Compare the achieved results to the contract requirements.
- D. Transfer the remaining variances and close the project.

Q209: A project has been running for 2 months and now requires approval for a supplier to begin some exacting tasks. The project team has evaluated several suppliers and selected their top two preferred suppliers. The project sponsor requested that another supplier who has lower costs be added to the list. However, the project manager is aware that this supplier does not always fulfill the project requirements.

What should the project manager do?

- A. Recommend the team to add the sponsor's preferred supplier to the list.
- B. Choose the sponsor's preferred supplier for the project to avoid conflict between the team and sponsor.
- C. Set up requirements review session and obtain agreement for selection criteria.
- D. Recommend the sponsor to review the results of the team's supplier evaluation.

Q210: 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 **resins** which team should they choose?

- A. A team whose members have different skill sets and are spread out geographically.



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

Q211: A project to implement a new process is still in development. When implemented, the company will benefit by a reduction in utility costs. The project financial evaluation indicates a payback of 3 years.

What should the project manager do to expedite the project delivery?

- A. Increase the time spent on project development to improve the level of confidence to validate the financial evaluation.
- B. Stop any further project development and commence with the implementation as there is no need to seek further approval.
- C. Conduct a stakeholder survey with the plant operators to establish the probability of this project reducing the cost of utilities.
- D. Increase resources on the technical design to enable a decision to proceed as this is a quick return project.

Q212: A project manager is leading the first agile project for the organization. During the kick-off meeting, the project manager notices that the team does not have the same understanding about agile approaches. The project manager is concerned about the impact of that confusion.

What should the project manager do to address this situation?

- A. Mentor the team to explain agile principles and create a shared understanding.
- B. Hire a functional manager who is familiar with agile methodologies.
- C. Submit a change request for a new team that has agile experience.
- D. Evaluate the possibility of managing this project using a predictive approach.

Q213: A new team member on a self-organizing team is finding it difficult to deliver due to the new technology being used in the project.

What should the project manager do in this situation?

- A. Include this team member in an improvement program through a human resource.
- B. Request the team member to move to another team.
- C. Mentor the team member and provide the necessary training.
- D. Delegate other team members to complete this team member's tasks.

Q214: In the past, the project manager and the project team performed well using predictive methodology. However, the organization recently decided to adopt agile approaches, and the project sponsor wants to use an agile approach in an upcoming project.

Before initiating the project, what should the project manager do?



- A. Share the organization's decision with the team and make plans to adopt an agile approach in the upcoming project.
- B. Make a request to human resources for new team members who have agile experience.
- C. Prepare a risk report that captures the probability and impact of risks, and then share it with the project sponsor.
- D. Ask the project sponsor to change the approach back to predictive as that is the team's strength.

Q215: The main project stakeholder was fired and replaced by a new 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?

- A. Put the new requirements in the backlog with low 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 high priority and implement the requested changes.

Q216: Vendor A submitted a bid for US\$500,000. There is a 65% probability that the vendor will deliver behind schedule with a cost overrun of US\$10000. The vendor will come in ahead of schedule for a savings of US\$50,000.

What should the project manager determine as the value of the vendor's bid?

- A. US\$547,500
- B. US\$582,500
- C. US\$452,500
- D. US\$650,000

Q217: 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. Review the change management plan and ask the change control board (CCB) to be involved.
- B. Send an email to all stakeholders directing them to approach the project manager directly.
- C. Send the project charter to all stakeholders for information.
- D. Review the stakeholder engagement plan and inform the stakeholders.

Q218: A project manager is using a hybrid approach for project delivery. The development team was sized, but is not yet fully resourced. The project manager is working on defining the project schedule.

What should project manager do to address the issue of developer availability?

- A. Ask the resource manager when the new contractor is available to start and change the delivery date for the project schedule.
- B. Ask the sponsor to provide the desired completion date for the project activities and complete the schedule.



- C. Use expert judgment to estimate all of the tasks and complete the schedule in the allocated time.
- D. Organize a planning session with the development team and use their estimations to complete the schedule.

Q219: A key project team member has exhibited high interest in a project. The input from this person has been very useful, and the project is steadily progressing. Suddenly, this individual's participation decreases, and activities that they were responsible for are not being completed within the planned period.

What should the project manager do?

- A. Reallocate tasks for the team member of concern so that work is handled by another team member.
- B. Consult the resource allocation matrix to see if the team member is still required for the project.
- C. Organize a team-building session with all of the team members.
- D. Schedule a meeting to discuss recent observations with the team member.

Q220: A project stakeholder has expressed concern that the established success criteria for the project is not being met. What should the project manager do next?

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

Q221: On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled during the holiday periods in the overseas offices.

What should the project manager do next?

- A. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.
- B. Hire additional personnel on a temporary basis to cover the extra workload during holiday seasons.
- C. Request that the offices in overseas locations work overtime to mitigate schedule slippages.
- D. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion.

Q222: A project manager is assigned to a new project and is allocated with virtual team members. Later, two more members from a recently acquired company join as additional resources to the project team.

In order to ensure that there are no potential misunderstandings, what should the project manager do?

- A. Set up a weekly meeting with the new team members for a couple of months.
- B. Send an email update to existing team members about the addition of the team members.
- C. Update and share the guideline document dealing with team communication.



D. Request the transfer of the new members to another project, citing a risk of confusion.

Q223: 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 them.
What should the project manager do first?

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

Q224: A local company is developing a new product and, for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project's outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings.

How should the project manager address this situation?

- A. Determine the communication needs, environment, and tools to get the message across.
- B. Document the risk in the risk management plan and use contingency reserve to hire a local vendor.
- C. Review lessons learned from previous projects and organizational process assets (OPAS).
- D. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.

Q225: A project is delayed due to multiple problems discovered during the quality review. Every time the team addresses one problem, additional problems are encountered. This is frustrating for both the project team and the project sponsor, who are driven to meet the dates and results expected by the organization.

What should the project manager do?

- A. Request that the team identifies, documents, and registers the issues to locate the source of the problems.
- B. Evaluate the cost and schedule variance in order to determine how much the project is off track.
- C. Request that a senior subject matter expert (SME) be hired to analyze and solve the problems.
- D. Ask the team to commit to a new date to fix all the problems and proceed with a change request to adjust the baseline.

Q226: A project manager has been assigned to take over an existing software project. The project manager inherited a lean team comprised of key stakeholders, subject matter experts (SMEs), and senior developers. While reviewing the project status with the team, the project manager observes that the team seems to lack direction and enthusiasm.

What should the new project manager do?

- A. Encourage participation in decision making and empower the team.
- B. Meet with the project sponsor and propose a corrective action for the project.
- C. Ensure everyone performs their assigned tasks as planned.



D. Organize frequent team building sessions and update the risk register.

Q227: A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the information is critical in the current iteration for clarification on how tasks need to be accomplished. How should the project manager approach this situation?

- A. Request that the customer reviews and clarifies feature definitions for the current sprint.
- B. Educate the customer and have them participate in daily standup meetings.
- C. Send a burndown chart of the current sprint to the customer and seek clarifications.
- D. Schedule weekly meetings and product reviews with the customer to clarify requirements.

Q228: A company is transitioning from a predictive to agile delivery of projects. Based on the requirements, the project team estimates the budget and decides to use a fixed-price contract with its vendor. However, during the execution of the project, the requirements evolve and priorities start to change constantly, which puts the project and the estimate at completion (EAC) off by 40%. What should the project manager do next?

- A. Send a detailed status report highlighting the issue with funding to all of the stakeholders.
- B. Submit a change request to the financial manager to increase the funding and continue as it is.
- C. Wait until the next gate review meeting to highlight the risk of low funds to the stakeholders.
- D. Meet with the stakeholders to recommend the use of a time and materials (T&M) contract to address the problem.

Q229: 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 a different time zone?

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

Q230: A project manager is developing a project baseline schedule and has started to assign team members to the project activities according to their function. What should the project manager do in this phase?

- A. Ensure that a kick-off meeting is planned and invite relevant stakeholders to participate.
- B. Ensure that lessons learned are considered as part of the project schedule decomposition.
- C. Confirm that no conflicts exist in resource calendars with assigned activities on other projects.
- D. Develop project onboarding guidelines for the team members assigned other projects.

Q231: A project manager has been assigned to a new project. There is one team member who never



says anything during meetings. After meetings, however, the team member sends detailed emails with very good suggestions that help with project execution.

How should the project manager guide the team members?

- A. Arrange a team-building activity to involve all team members.
- B. Motivate the team members to speak freely in the meeting.
- C. Remind the team members to follow the team charter.
- D. Review the communications managements plan with the team members.

Q232: During the setup of an agile project, the product owner expressed clear interest in having features released during product development over having the product completed in one year. What done project manager do?

- A. Facilitate sprint planning sessions with a focus on defining the minimum viable product (MVP).
- B. Promote a productive environment where everybody can work without interruptions from the rest of the team members.
- C. Create a reward system recognizing group contributions to get people motivated and improve performance.
- D. Design a set of metrics including velocity, which is a good measure of value delivered.

Q233: A Scrum team has committed to delivering a specific capability in their first release. Multiple operational issues have prevented the developer from delivering key capabilities. The technical lead has also given notice that they are resigning from the company. What should the project manager have the Scrum team do to recover from these issues?

- A. Review constraints in the ongoing sprint planning and evaluate options for the release plan.
- B. Continue with existing sprint plans to ensure some of the scope will be delivered.
- C. Stop the sprint and replan and prioritize the backlog to reduce resource levels.
- D. Consult the resource management plan for an appropriate response.

Q234: A project team member has lost enthusiasm and is experiencing low morale for a project they were once excited about. What should the project manager do?

- A. Leverage other team members who are contributing and making the project a success.
- B. Have the team member transferred to another project and add other resources to the project.
- C. Meet with the team member understand what the issues are and to provide support.
- D. Escalate the issue to the team member's functional manager and request a response as soon as possible.

Q235: A project manager prepared the base budget model to deliver a highly customizable software solution. The solution will be delivered in multiple countries with significantly different cultures and will be staged over phases.

What should the project manager do next?



- A. Review the base model with the team leaders in each country to establish an independent budget for each phase.
- B. Overestimate costs and underestimate revenues to include the impacts of different cultural elements.
- C. Apply the company's operational budgeting model.
- D. Ask the project management office (PMO) to review the draft budget.

Q236: A project manager has noticed that a crucial team member is consistently arguing with a client. This has started to have negative effect on the meetings. How should the project manager address this?

- A. Recommend a performance improvement plan to the project team member.
- B. Talk to the client privately to highlight the situation.
- C. Explain the impact of the scenario to the project team member.
- D. Remove the project team member from all future meetings.

Q237: An organization is adopting an agile mind set. On the first agile project, the project manager faced an issue because the team was unable to make decisions on time. What should the project manager do to address the problem?

- A. Invite senior leadership to a team-building workshop and restate the importance of accountability and leadership under the new company direction.
- B. Assess the situation to understand how the organization's culture impacts the decision-making process, and coach the team toward a new model.
- C. Define clear guidelines on how decisions should be made under the new organizational policy and reinforce them with the team on every occasion.
- D. Adopt an autocratic leadership style and dictate all decisions in order to speed up the team's velocity.

Q238: A newly appointed product owner is working with a project team that is using agile for the first time. The product owner is constantly disrupting various team members throughout the day to discuss progress. This has resulted in the team feeling micromanaged and frustrated because of the constant disruptions. How should the project manager proceed?

- A. Invite the product owner to attend daily standup meetings so they can assess progress.
- B. Invite the product owner's functional manager to a feedback session to escalate the issue.
- C. Instruct the team to refer the product owner to the project manager for information.
- D. Set up a feedback session with the product owner once a week so they can assess progress.

Q239: A project manager is working on a large project in another country and realizes that only a few people from the project team are working on all of the releases. What should the project manager do to prevent this in the future?



- A. Review user roles and update the team charter.
- B. Speak to the customer and add the issue to the issue log.
- C. Involve the product owner to rewrite the user stories.
- D. Document the risk register in the project charter.

Q240: A company has hired a vendor to deliver a scope of work and assigned a project manager to oversee the project. The vendor advised that they completed the scope successfully and is asking for approval.

- A. Obtain approval from the project sponsor.
- B. Update the project management plan and mark the milestone as completed.
- C. Ask the vendor to validate the agreement for any deviations.
- D. Set up a meeting with stakeholders to validate and confirm acceptance of the deliverables.

Q241: A project manager is leading a project that is in the execution phase. During a team meeting, the project manager realizes that there are two team members who lack the technical skills required for some of the upcoming tasks.

What should the servant leader project manager do next?

- A. Explore a training program that is within the project budget for the team members.
- B. Inform the sponsor about a possible delay due to the lack of skills in the team.
- C. Recommend to the team members to upskill themselves on the requirements for the project.
- D. Discuss with the human resource (HR) manager about the possibility of changing team members.

Q242: A developer who has almost completed a required product feature for a prototype leaves the company in the middle of an iteration.

What should the project manager do?

- A. Review the backlog to reschedule the deliverable for a later iteration.
- B. Go to management and ask to hire a new external developer.
- C. Engage with stakeholders directly to review the iteration process.
- D. Determine whether other cross-functional team members are able to take over the work.

Q243: An agile team was hired to work on a public service project. The team received a list of vague ideas about the business and now needs to understand, develop, and prioritize a list of functionalities. Who will be responsible for this task?

- A. Agile team
- B. Project owner
- C. Product owner
- D. Agile leader

Q244: A project manager submits several requests to purchase required hardware and knows from



previous experience that this kind of procurement usually results in disputes between the company and its suppliers.

How can the project manager mitigate this risk in the request for proposal (RFP) with suppliers?

- A. Request approval of the RFP from management.
- B. Request approval of the RFP from the project sponsor.
- C. Ask the project team to submit the RFP.
- D. Ask the legal team to review the RFP.

Q245: A project manager is assigned to a project related to taxes, which will be managed using an agile approach. By reviewing lessons learned from a previous project, the project manager discover that a key stakeholder is an expert on taxes and is willing to help.

How should the project manager leverage this information?

- A. Request the functional manager to assign the team from the lessons learned project to the current project to avoid a learning curve.
- B. Recognize the stakeholder's skills are important for the project and evaluate the possibility of the stakeholder supporting the project team.
- C. Send a request to the project sponsor to hire the stakeholder and have them become part of the project team.
- D. Ask the project team to review the lessons learned and have the team contact the stakeholder directly if there are any questions.

Q246: While managing a project using a hybrid approach, the project manager realizes that there is a high level of rework due to quality issues. Because of that, each feature is taking longer than initially estimated.

What should I the project manager do to address the issue?

- A. Initiate a change request to extend the project end date.
- B. Escalate the issue to the project sponsor.
- C. Extend the dates for future project milestones.
- D. Address the issue during the next sprint planning meeting.

Q247: In a software project using an agile approach, there have recently been work overruns. After assessing the situation, the project manager concluded that the overruns are occurring because of insufficiently refined product backlog items.

What should the project manager do to correct this issue?

- A. Refine the product backlog items with the stakeholders.
- B. Work with the sponsor to revise the product vision.
- C. Discuss the issue with the service request manager.
- D. Create a definition of ready (DOR) for the backlog items.



Q248: A project manager is managing the scope of the project and creating a work breakdown structure (WBS) with the team members.

How should the project manager organize the WBS?

- A. Customer oriented
- B. Cost oriented
- C. Deliverable oriented
- D. Team oriented

Q249: In an agile product development environment, work is distributed to cities A, B and C, which are geographically dispersed. The teams work and collaborate to deliver the sprints.

- City A's team focuses on the features of data capture.
- City B's team focuses on the user experience and development pieces.
- City C's team coordinates testing.

What should the project manager do to ensure a successful rollout of sprints?

- A. Ensure all three teams deliver independently without interactions so that they remain focused and meet customer requirements.
- B. Use a fishbone analysis to resolve problems and iron out communication issues between the teams.
- C. Implement communication techniques and ensure the teams follow a relay pattern of handing of work from one team to the other.
- D. Maintain localized teams to circumvent the challenges of delay or any other unforeseen risks that might prevent progress.

Q250: A project manager is assigned to lead a design for a new version of an existing product with the technology and operations teams. The project manager organizes a joint requirements session to determine the most practical ideas. The project manager was advised that the session may become chaotic.

What should the project manager do to ensure the session is interactive, productive, and efficient?

- A. Hold multiple sessions manageable sizes with participants from both teams to discuss their ideas.
- B. Pick the senior and experienced staff members from both teams and arrange face-to-face interviews.
- C. Organize a formal session led by a skilled facilitator with defined rules for how participants will interact with one another.
- D. Distribute a questionnaire on the key features of the product and encourage the teams to respond with their design recommendations.

Q251: A project manager writes to the receiving organization to inform them that all acceptance activities are completed with success and it is time to initiate handover.

The receiving manager replies that the team was not be ready for the handover procedure for another two weeks.



What should the project manager do?

- A. Deliver to the receiving manager on time, who can then make a knowledge transfer to their team.
- B. Request that the receiving manager issue a change request to prolong the project by two weeks.
- C. Inform the project sponsor of the two-week delay and replan activities to minimize delays.
- D. Issue an intimal change request to secure the resources for an additional two weeks.

Q252: A project manager has been assigned to a project that is in progress. The project manager is looking for information regarding why the project is being completed. What should the project manager do first?

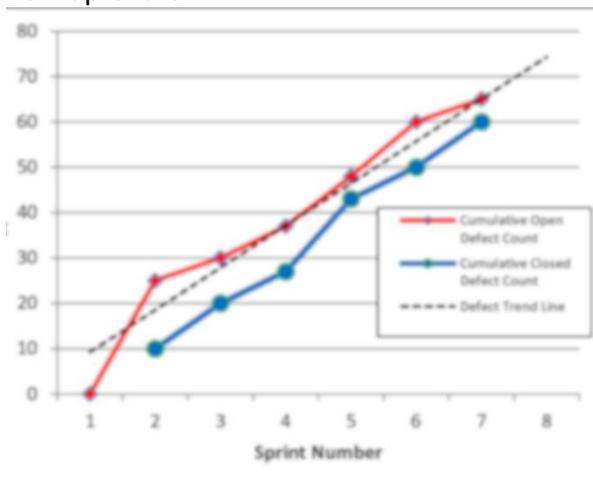
- A. Evaluate the project exit criteria in the project charter.
- B. Review the project status reporting for the latest information.
- C. Understand the project success criteria and objectives.
- D. Reach out to the senior executive sponsor for the project.

Q253: A project manager is leading a project that is on time and under budget. In the weekly meeting with the team, the project manager finds out that one of the tasks due next week does not have assigned resource available for it. The resource is currently assigned to another project. What should the project manager do to manage the situation?

- A. Change the schedule according to the availability of the resource.
- B. Ask the procurement department to supply a different resource.
- C. Ask the sponsor to obtain the resource as originally planned.
- D. Contact the other project manager to request the resource.

Q254: An agile project manager is evaluating the method that will be used to display the value of the work performed to date. Which method will they select to display to the project stakeholder?

A. Burnup Chart.





B. Work Breakdown Chart

WBS	Perc Complete
Story 1	100%
Story 2	100%
Story 3	80%
Story 4	100%
Story 5	60%
Story 6	30%
Story 7	100%
Story 8	0%
Story 9	0%
Story 10	0%

C. Planned Value Calculation

$$PV = \frac{SV}{SPI - 1}$$

D. Schedule Variance Calculation.

$$SV = BCWP - BCWS$$

Q255: During the early phases of a project, mitigation actions were not executed in a timely manner, therefore, therefore the project schedule was impacted. Several project stakeholders are now frustrated with the delays.

What should the project manager have done to manage the issue?

- A. Monitored and controlled the issue.
- B. Communicated any identified action to impacted stakeholders.
- C. Identified and reported the issue.
- D. Identified the appropriate response and had it implemented.

Q256: A hybrid project team is working on an upgraded version of software for their product owner. The team is also responsible for supporting the existing product and customers. For the last three sprints, the team had to stop their project work and focus on major support items for the product owner. The testers are struggling to cope with the constant changes to the plan, which has resulted in a number of emotional outbursts.

How should the project manager proceed?



- A. Ask human resource (HR) to send the team members to a change management workshop.
- B. Schedule a session with the team to discuss the issues and work with them to define a plan to manage the sprints going forward.
- C. Request a replacement for those team members who are unhappy with this way of working.
- D. Schedule a session with the product owner to explain that no support items can be taken into the sprints going forward.

Q257: A project manager is working with a team that is new to agile. One of the more influential stakeholders struggles with the nature of agile. The project manager knows that this stakeholder is needed as an advocate and wants to do everything possible to make the stakeholder comfortable with the project.

What should the project manager include in the status report to illustrate the project's performance?

- A. Results of the MoSCoW assessment.
- B. Return on investment (ROI) analysis.
- C. Earned value analysis (EVA).
- D. Cost-benefit analysis.

Q258: A project manager is assigned to oversee the development of a new product that will be used by the entire organization. A key success factor for the project is the timely and successful adoption of the new solution by all entities.

What should the project manager do to ensure the success of this critical project?

- A. Given the size of the organization and the multiple parties involved, discuss the launch date with the CEO and then communicate it to all entities.
- B. Ask the project sponsor to issue a directive requesting all business entities to accept the date set for the new solution launch.
- C. Engage in creative and iterative negotiations with the leaders of each entity to agree on the launch date.
- D. Considering the project scope and the multiple entities impacted by the solution, communicate with the stakeholders and ask them to adhere to the date.

Q259: A project manager works for a company that has traditionally used a predictive approach for their projects. An important stakeholder in the business is asking for a previous work package to be redone.

What should the project manager do?

- A. Submit the request to the change control board (CCP) for approval.
- B. Consult the project sponsor for approval of the request.
- C. Document the request and discuss it at the next meeting
- D. Discuss the request at the next meeting to find a way to incorporate it.



Q260: A project team is executing a project to replace an existing system with a new one. A new project manager has been hired and observes that the team consist of professionals who have worked with the older system, and others who have a little previous experience.

What should the project manager do to ensure project success?

- A. Request a performance assessment for the team from the functional manager.
- B. Assign team member roles and responsibilities based on past experience.
- C. Allow each team member to use their individual strengths for project success.
- D. Evaluate the current effectiveness of the team and define development needs.

Q261: A project manager finds out that the required project status reports have not been fled out by most team members. These status reports are urgently needed to compile a comprehensive status report for the project sponsor.

What should project manager do to address this situation?

- A. Quickly put together a report that will satisfy the project sponsor.
- B. Discuss the issue with the team members at fault.
- C. Justify the team members' behavior to the project sponsor.
- D. Reprimand the team members who did not fill out the status reports.

Q262: A project manager is leading a project at a contracting company, and the project team just completed an iteration. The product passed inspection, but an additional feature was added to the product. The customer notices the additional feature and thinks it will introduce new risks to the product.

What should the project manager do to avoid this situation in the future?

- A. Manage the scope baseline to influence the factors that drive change.
- B. Work with the customer to ensure the feature adds value.
- C. Perform frequent reviews with the customer to ensure that the product is working as expected.
- D. Follow the proper change control process and evaluate the change for further impact.

Q263: A project manager has recently joined a small company. The company's chief operating officer (COO) asked the team to skip some steps in the process in order to work more quickly. The project manager wants to ensure that these steps are not skipped in the future.

What should the project manager do?

- A. Schedule a review of the process steps with the team and the COO.
- B. Escalate the issue to the other executive leadership members.
- C. Redesign the process so the team can move more quickly.
- D. Notify all team members that all steps in the process must be completed.

Q264: Throughout an entire project, the project manager took notes at every meeting with team members. These notes provided useful insights from key stakeholders, which later resulted in increased value to the project. The project manager thought it would be helpful to keep these notes as a future reference for other project managers within the organization.



Where should the notes be located?

- A. Lessons learned.
- B. Project management plan.
- C. Enterprise environmental factors (EEFs).
- D. Organizational process assets (OPAs).

Q265: During the execution phase of a project, a top-performing team member approaches the project manager and expresses their desire to position to explore applying for leadership position within the organization.

How should the project manager deal with this situation?

- A. Meet with the team member to discuss a transition plan for their position and the relevant documentation that is available.
- B. Refer the team member to the HR department to look for possible career opportunities within the organization.
- C. Meet with the team member to identify their strengths and interests and support them in developing a career plan.
- D. Revisit the human resources (HR) management plan to evaluate the impact on the project and options for replacement.

Q266: There is a problem with a project because some features are not in compliance with regulations. Some stakeholders do not believe compliance is a priority, while others disagree.

What should the project manager do?

- A. Meet with the sponsor to discuss how to handle the stakeholders' differing opinions.
- B. Send out documentation to align stakeholder expectations and project objectives.
- C. Set up some time with the stakeholders to explain the Importance of compliance.
- D. Review the stakeholder engagement assessment matrix to determine next steps.

Q267: The project manager is having difficulty communicating with one of the team members. The team member recently attended a training course and has been training other team members in a new agile technique. However, sometimes the team member is forceful in pushing ideas even if other team members are uncomfortable. What personality indicators should the project manager consider when determining what communication style to use with this team member?



Drag The Personality Indicator #1 To the Team Member

Introverted (I)

Team Member

Extroverted (E)

Drag The Personality Indicator #2 To the Team Member

Judging (J)

Team Member

Perceiving (P)

Q268: A project manager is working with an agile team to enhance a product. Due to a tight deadline, the team is trying to crash the schedule by engaging multiple resources to work on the project simultaneously. However, the technical environment is configured to allow only one resource to work on a feature at a time. The team plans to upgrade the technical environment but is unable to agree on a way forward.

What should the project manager do first?

- A. Add this conflict to the agenda for discussion at the next daily standup meeting.
- B. Conduct a planning session to decide how to approach the next set of work.
- C. Escalate the issue to the product owner for resolution.
- D. Conduct a consensus-building session to decide how to approach the next set of work.

Q269: A stakeholder is requesting that the project manager share project status updates on a regular basis. This stakeholder is not included in the regular distribution list.

What should the project manager do?

- A. Review the stakeholder engagement and communications management plan.
- B. Start sending status updates to this stakeholder based on the request.
- C. Ask the stakeholder's manager if the stakeholder can be added to the list.
- D. Escalate the stakeholder's request to the project sponsor.

Q270: During the sprint planning of a project, the team members have a disagreement about the comparative size of the backlog items and if they would fit into the next sprint. Considering a hybrid approach.

What should the project manager do?

- A. Facilitate the discussion so that the team members can reach a consensus.
- B. Remove the items from the product backlog since the size couldn't be estimated.
- C. Ask an external technical leader to provide input and plan the sprint.
- D. Make the decision about the backlog items based on what makes more sense.



Q271: The sponsor approaches the project manager with new features they want added to the project. The project is 95% complete, but the sponsor insists that continued support for the project relies on the addition of the new features.

What should the project manager do?

- A. Implement the new features after assessing the impact.
- B. Assess the impact of the features and refer it to the change control board (CCB).
- C. Reject the new features since it amounts to gold plating.
- D. Add the new features to avoid losing the sponsor's support for the project.

Q272: The project manager has observed that two team members have been arguing with each other openly at meetings. To push their ideas through, each team member individually spoke with the sponsor directly and made decisions without informing the project manager or other team members. What two actions should project manager take? (Choose two)

- A. Address the behavioral issue with each team member.
- B. Discuss the behavior directly with their managers and request them to correct the behavior.
- C. Ask the team members to work it out themselves.
- D. Reiterate ground rules at the next meeting and ensure that all team members are clear about these rules.
- E. Discuss this situation with other project managers and ask for advice.

Q273: A project manager is newly appointed to an ongoing project that will develop a new solution using an affiliate of the company. The deploying resources will come from another entity of the company. When asked to confirm the availability of the deploying team, the deploying manager declined.

What should the project manager do first?

- A. Reschedule the project taking this new information into account
- B. Create a change request to be validated by the project sponsor.
- C. Refer to the project's resource management plan.
- D. Ask the project sponsor for external resources.

Q274: A project manager has been assigned with initiating a large project to deliver complex equipment. Part of the project will be the result of a long research process but once this is completed the completed, the other part of the must be incrementally delivered to the customer.

Which approach should the project manager choose for this project?

- A. Agile
- B. Waterfall
- C. Hybrid
- D. Predictive



Q275: In a hybrid project, 100 new base stations are being added to a 4G mobile network every month. At the end of the first month, the team is behind the target and the operator is losing money. The stakeholders are requesting information on when the base stations can go live and begin to bill. What should the project manager do to take the schedule back and accelerate to the return on investment (ROI) of the project?

- A. Change the project approach to predictive.
- B. Increase reporting to the business.
- D. Clarify the agile and predictive modules.
- C. Reconsider necessary Reserves.

Q276: A customer asks the project manager about opportunities to create business value. What should the project manager do first in order to provide the customer with an appropriate response?

- A. Ask the team to organize a spike to identify more value.
- B. Examine the business value throughout the project.
- C. Meet with the product owner to review the backlog.
- D. Meet with the sponsor to review the business case.

Q277: A project manager is leading an electrical project that spans five towns. The project manager is informed by the team that one of the towns is not allowing the team to work there even though the town was included in stakeholder engagements before the start of the project. What should the project manager do?

- A. Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution.
- B. Change the project scope and seek approval to exclude this town from the overall project.
- C. Instruct the team to move the next town and continue the project to avoid further delays.
- D. Retrieve all minutes of stakeholder engagements and send to the town as a reminder of their commitment to the project.

Q278: A project manager has been asked to participate in the procurement process for a software application that allows customers to buy online e-learning courses. The project manager will take over the project once the supplier has been sourced.

What should the project manager do before the project starts?

- A. Notify the project sponsor that the project manager cannot be involved in the agreement negotiation process.
- B. Inform the project sponsor that once the agreement has been signed, there cannot be any changes to the scope of the project.
- C. Ensure that the requirements for the project are understood and that the objectives are verified before approval of an agreement.



D. Ask the project sponsor to involve the legal department in the negotiation for the project agreement.

Q279: A superior performer has been assigned to a new project for a complex job on a critical path. What should the project manager do?

- A. Ask the team member about their comfort executing the task.
- B. Assign additional resources since the task is on the critical path.
- C. Allow the project team member to handle the job on their own.
- D. Identify the required competency for the job and provide training.

Q280: A project manager is initiating a new public infrastructure project and reviews an inspection checklist that is a regulatory prerequisite. A subject matter expert (SME) estimates that it takes 4 to 6 weeks to complete the checklist, but considers many of the items on the checklist to be unnecessary. The client can only secure 3 weeks for the inspection. What should the project manager do?

- A. Ask the client for an exemption from completing the full inspection in order to comply with the 3-week limit.
- B. Propose a meeting with the project manager, management on the client side and the regulatory agency.
- C. Inform the client that it is mandatory to secure 6 weeks for the inspection due to regulatory requirements.
- D. Contact the regulatory agency to find out if a full inspection must be completed in all cases.

Q281: A project sponsor asks the project manager to explore a hybrid approach for a new project. The product manager for this project has already prepared a detailed specification for the product. What should the project manager do to proceed with the project management plan?

- A. Ask the team to assess whether the product specification can be expressed in user stories to enable a Scrum or Kanban approach.
- B. Explore with the product manager to determine if there are viable opportunities to deliver value incrementally and increase business value.
- C. Recommend to the project sponsor that a predictive approach is appropriate for the project due to the stable product requirements.
- D. Ask the product manager whether they are prepared to act as product owner for the project in order to participate in iterative planning and reviews.

Q282: During the execution of a construction project, the project sponsor asks to make changes to the floor plan by adding a minimal storage room. The sponsor insists on making this last-minute change, but they would like to avoid delays to the project. Which document should the project manager refer to first?

- A. Change management plan



- B. Scope management plan
- C. Cost management plan
- D. Schedule management plan

Q283: A project needs to purchase a specific piece of equipment, as stated in the project documents and approved by the project sponsor. The procurement division is questioning the need to buy the specific brand of equipment and has suggested buying a cheaper alternative instead. What should the project manager have done earlier in the project to ensure the purchase of the specific equipment?

- A. Reminded the project sponsor about the procurement division's reputation.
- B. Included a procurement division member on the project team.
- C. Communicated the project charter to the procurement division.
- D. Communicated the project management plan to the procurement division.

Q284: 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. Review the original project documentation to confirm.
- B. Treat it as a change request and assess the effect on the project's goal.
- C. Include the mentioned feature in the prioritized requirements list.
- D. Assign a team member to immediately start working on that feature.

Q285: A project manager is working on a large project with a very difficult client. During the course of the project, the project manager realizes that if the project team had a little more time and funding to make some minor changes, the client could realize the benefits of 25% of the project outcomes early. How should the project manager approach this?

- A. Concentrate on the current project milestones.
- B. Make all the changes and then show the client the results.
- C. Update the project management plan for this new work.
- D. Develop a business case and submit it to the client.

Q286: A project manager has taken over an existing project. According to the previous project manager, the project is on track and within budget. However, stakeholders are unhappy with the recent progress report since the metrics show that the project is delayed and cost is higher than expected.

What should the project manager do?

- A. Schedule training for project team members.
- B. Conduct an earned value analysis (EVA).
- C. Submit a change request to the change control board (CCB).



D. Schedule a meeting with the previous project manager.

Q287: An agile team wants to maximize the work delivered for the upcoming project that involves considerable product complexity.

What should the project manager do to help improve the team's collaboration approach?

- A. Compare the team's velocity with other teams in the organization.
- B. Meet with the human resources (HR) department to ask for team support.
- C. Focus on team's engagement during the next retrospective meeting.
- D. Follow the process of the most successful team in the organization.

Q288: A project manager holds a meeting between the product owner and key stakeholders to understand high-level requirements for the new enterprise resource planning (ERP) system. The ERP will replace the current financial system used for invoicing and disbursements.

At this stage in the project, what should the project manager focus on?

- A. Assumptions and constraints
- B. Business value and risk
- C. Return on investment (ROI)
- D. Net present value (NPV)

Q289: A project manager has been assigned to a hybrid project that must receive approval from a government regulator. During the daily standups, one member reported an impediment that requires collaboration an expert who is assigned to another project.

What should the project manager do first in this situation?

- A. Develop the team member's capacities through mentoring and training.
- B. Ask the project sponsor to assign a new resource with the necessary expertise to the team.
- C. Review the project's key performance indicators (KPIs) to determine the impact of this assignment.
- D. Check the expert's availability within the organization on an as-needed basis.

Q290: A company wants to be a pioneer in its industry and has announced the launch date of a new innovative product. After the first sprint planning, the team realizes that it is not possible to deliver all the features in the required time.

What should the project manager do to ensure success?

- A. Schedule a meeting with the stakeholders to review the contingency plan.
- B. Assist the team in defining a minimum viable product (MVP) by the launch date.
- C. Ask the customer to reduce the backlog to meet the launch date.
- D. Increase the capacity of the team to deliver the completed backlog on time.

Q291: A senior project manager has included a junior project manager as part of the project team.

During a coaching session, the junior project manager asks the senior manager how to be efficient and reduce rework.



How should the senior project manager respond?

- A. Assign project tasks to the team regardless of their skills to accomplish the project schedule.
- B. Schedule daily meetings with key stakeholders to assess the effectiveness of the project management plan.
- C. Monitor resource allocation to ensure that team members work 8 hours per day.
- D. Use a work breakdown structure (WBS) to create a project schedule based on the project and resource requirements.

Q292: A project team is globally distributed with team members living and working in different time zones. The project manager is trying to get the team to collaborate effectively. Which three actions should the project manager take to accomplish this goal? (Choose three)

- A. Recommend the use of formal written documentation in all project communications.
- B. Review the communications strategy with the team regularly with a view for continuous improvement.
- C. Send out a survey to review the preferred method, timing, and frequency for communications.
- D. Compile a communications management plan with input from all stakeholders and distribute for review and approval.
- E. Require the team to have daily mandatory meetings with the project management office (PMO).

Q293: At a meeting, the project manager for an agile project indicates that the sprint goals were not met. The product owner leaves the meeting early, and the team discusses how the meeting went. Team members are confused as there were no defects for the new stories and no new requirements were discussed.

What should the project manager do in the future to avoid this situation?

- A. Include previous sprint defects and close them in the actual sprint.
- B. Create better plans to test the functionality in more detail.
- C. Review the definition of done (DoD) with the product owner.
- D. Get approval from the product owner on the user stories.

Q294: An unexpected incident blocks a major route of transit, resulting in global supply shortages. This impacts multiple suppliers that are providing materials for a project, causing delays in the shipping of materials. The project sponsor calls an emergency meeting with executives and stakeholders to discuss how to address the current situation.

What two recommendations should the project manager share with the project sponsor? (Choose two).

- A. Contact the customer to explain the delays and work with them to identify acceptable resolution.
- B. Work with team members to identify new vendors potentially address the delays.
- C. Adhere to the current project management plan and incorporate the identified delays into the schedule.
- D. Work with the production team to identify ways to speed up product development.



E. Update the risk register with the delays and include them in the lessons learned documents to prevent future issues.

Q295: As one of the first steps of a new, urgent project, a client requests that a list of risks be immediately submitted for review. The project manager prepares and submits a list of risks, but the client rejects it for being overly pessimistic and including too many risks.

What should the project manager do next?

- A. Review the risk assessments from a more optimistic point of view and modify the risk register accordingly.
- B. Meet with the client and adjust the risks so they are better aligned with the client's expectations.
- C. Meet with the client and adjust the risks so they are better aligned with the client's expectations.
- D. Prepare a risk management plan together with the client and the project team and define an agreed-upon risk threshold.

Q296: A project manager has taken over an agile project. There have been several issues during product development due to unclear product requirements.

How should the project manager resolve this issue?

- A. Assist the team in estimating project tasks such as milestones and story points.
- B. Ask the team to rework the definition of done (DoD) before items can be pulled into the backlog.
- C. Review issues and identify opportunities for improvement that add value to product.
- D. Gather the project team and product owner to find a solution design.

Q297: In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project.

What should project manager do to steer the stakeholders toward the collect project goal?

- A. Discuss, educate, and follow the communications management process.
- B. Promote, inspire, and follow the stakeholder engagement process.
- C. Anticipate, alert, and follow the risk management process.
- D. Detect, track, and follow the issue management process.

Q298: A project manager has been assigned to a remote-control car design project. The stakeholders include individuals from marketing, sales, procurement, and executive management. The project manager wants to ensure that all stakeholders are properly informed.

Which three actions should the project manager take to accomplish this? (Choose three)

- A. Prioritize stakeholders who are in opposition to the project
- B. Treat all stakeholders the same since they are in the same company.
- C. Review the lessons learned from similar projects with similar stakeholder.
- D. Prioritize the stakeholders according to their importance in the project.
- E. Interview all key stakeholders to understand their interests.



Q299: A project manager is leading a fast-moving project with strict deadlines and minimal time to deliver each milestone. The project manager discovers that one of the remote team members, who puts a lot of effort into delivering the project, has confided in an on-site team member. The remote team member feels they are not being adequately rewarded and recognized for their job. What should the project manager do?

- A. Send a copy of the engagement contract to the remote team member and indicate that the team member is entitled to what is included in the contract.
- B. Engage the remote team member, empathize with them, and let them know their contribution is appreciated regardless of their remote work status.
- C. Make arrangements with the resource's functional manager to relocate the team member to another existing project.
- D. Inform the human resource (HR) manager of this situation and ensure this news does not spread.

Q300: During a retrospective meeting, the project manager notices that one team member is not satisfied with the demo of the current delivery. The team member then asks to be removed from the team for the upcoming deliveries. What should the project manager do?

- A. Ask the team member to continue the discussion after finishing the meeting.
- B. Continue the meeting normally and start planning for the next delivery.
- C. Meet with the team member and let them know their value to the project
- D. Agree to the team member's request since their performance has decreased.

Q301: A new major project is starting that consists of two interconnected subprojects. One of the subprojects was assigned to a contractor who commits to submitting biweekly status reports and attending weekly integration meetings. Halfway through the project the contractor stops participating in the meetings and does not submit the reports. Their excuse is that these activities are consuming too much time.

How should the project manager handle this situation?

- A. Remind the contractor to join the meetings and submit their report as this is their commitment.
- B. Compromise with the contractor to only attend the week meetings without submitting the reports.
- C. File a claim for not filling the contract terms in accordance with alternative dispute resolution.
- D. Assess the situation as a risk and reach out to the contractor to check the origin of this resistance.

Q302: A high-profile project is launching a product to help defense forces. A consultant is engaged to identify subprojects and suitable approaches to run the program. The projects have no tolerance for slippages and require activities to be done with precise execution.

What should the project manager focus on when running these projects?

- A. Procurement
- B. Planning
- C. Time to market
- D. Stakeholder communicate



Q303: In a multinational project, stakeholders are in different time zones. The project manager has regular project update meetings with the stakeholders. However, a group of stakeholders who has never attended project update meetings is complaining to the project sponsor that they know very little about the project.

What should the project manager do?

- A. Ensure that the stakeholders who are complaining are present for the next update meetings.
- B. Change the meeting time to the working time zones of the stakeholders who are complaining.
- C. Record the regular project update meeting and share it with all stakeholders after the meeting is completed.
- D. Discuss the issue with all stakeholders and work on a communications management plan to meet all stakeholder requirements.

Q304: A new team member on a self-organizing team is finding it difficult to deliver due to the new technology being used in the project

What should the project manager do in this situation?

- A. Mentor the team member and provide the necessary training.
- B. Delegate other team members to complete this team member's tasks.
- C. Include this team member in an improvement program through a human resources request
- D. Request the team member to move to another team.

Q305: A project is in the middle of a crisis due to a team conflict. As a result, team morale and performance are low.

What should the project manager do to resolve the situation?

- A. Mentor the team in conflict resolution abilities.
- B. Give clear direction and assess the team's effectiveness.
- C. Ask the team for their feedback to address the issue.
- D. Review the rewards and recognition system with the project team.

Q306: A project manager is reviewing the status of a large project with team members in different countries. Through the status review, the project manager notices that one team is consistently behind schedule and their work often needs to be corrected

What should the project manager do to improve the quality of this team's

- A. Guide all team members and bring in external consultants to complete the work.
- B. Review the issue with the project sponsor and work to reduce the scope for that team.
- C. Ask a local subject matter expert (SME) to assist the team in reviewing the project requirements.
- D. Evaluate the issue with the team to determine if they have the necessary skills to perform assignments.



Q307: An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting. Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage. What should the project manager do?

- A. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.
- B. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.
- C. Recommend pitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.
- D. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.

Q308: An agile leader notices that one team member consistently fails to complete the deliverables on time. The agile leader suspects that this team member does not have the proper training. What should the agile leader do?

- A. Review the definition of done (DoD) with the team, so that everyone understands what the team must deliver in this sprint.
- B. Reassign the task to another team member and require the team member to complete training.
- C. Use the retrospective meeting to remind the entire team that they must complete all deliverables in each sprint.
- D. Speak directly with the team member about improvements and commit to an agreed-upon time frame.

Q309: A project manager is in rapid development mode on a joint application development module. The company wants delivery to occur in two weeks. The module needs to be integrated with other modules on a similar timeline, but release management has a three-week backlog. What should the project manager do?

- A. Push the team to deliver more so that the modules are developed and rolled out according to management's request.
- B. Speak to the stakeholders to resolve the bottleneck and see how the entire process can be streamlined.
- C. Speak to the team and slow the current pace to ensure the team is in alignment with the release date.
- D. Have the team work toward the tighter deadline so that integration will be easier.

Q310: During the executing phase, a project manager is reviewing the issue log and finds there are outstanding high-priority issues that are still open. Most of the open issues require effort from external domain experts who are not on the project team.



What should the project manager do?

- A. Reduce the project scope to ensure that the project team has the knowledge to deliver the system on schedule.
- B. Review the open issues with the issue reporter and issue a change request to hire an external domain expert.
- C. Request that the project team members learn the required domain knowledge and resolve the open issues in a short time.
- D. Ask the issue reporter to close the issues, because there are no project team members who have the required domain knowledge.

Q311: A multinational bank outsourced a new IT project to a vendor. After four iterations, the bank notices a huge volume of sensitive data is being leaked from their systems. One of the vendor's associates was found to be the culprit. The bank canceled the work stating breach of contract. What step should the project manager have taken to avoid contract cancellation?

- A. Ensured the team conducted sufficient spikes to build a secure IT system.
- B. Ascertained that security awareness and training were conducted for the project team.
- C. Confirmed that the team adhered to the vendor security policies and standards.
- D. Understood the project's compliance requirements and implemented them.

Q312: A project to develop a banking product is in the execution stage. New regulations from the government are significantly affecting product development. Stakeholders are concerned about whether the planned benefits are still valid and achievable. What should the project manager do first?

- A. Optimize alignment between the stakeholder needs and project objectives.
- B. Reforecast and revalidate the benefits baselines and targets.
- C. Showcase progress toward the targets and revalidate a project work plan.
- D. Escalate the issue to the sponsor and request more funding.

Q313: A team is working on a development project for a brand-new technology that will impact the core business of a company. After the development phase, the project passed the acceptance criteria test, which is a key deliverable of the project. What should the project manager do next?

- A. Lead the team to meet with the stakeholders to review the acceptance criteria.
- B. Recognize and reward team members for mastering a new skill.
- C. Continue to prepare the closing activities and lessons learned review.
- D. Perform individual and team assessments to prepare for the next steps.

Q314: A project manager's current project originally required a component that will be developed internally. During the course of the project, a ready-to-use solution containing all of the features of this



component is announced for release to the market project within the project duration. Using the new product will significantly reduce development time and increase the system's quality and reliability. What should the project manager do?

- A. Proceed with the internal development but continue to get more information about the upcoming solution.
- B. Evaluate the upcoming solution and prepare an adoption plan in case it is feasible to use it.
- C. Include the upcoming solution, reallocating anticipated cost savings from development to acquire it.
- D. Inform the project sponsor about the upcoming solution and ask for advice on whether to adopt it or not.

Q315: A company initiated an organizational change management project to develop and transform its management system. There have been multiple arguments among team members leading to tensions and consequently team performance had been negatively impacted. What should the project manager do in this situation?

- A. Negotiate a strategy to establish internal agreement on engagement with the project team
- B. Develop an approach to team members based on interests and expectations.
- C. Use interpersonal and team skills to obtain commitment and engagement. team.
- D. Build the team's emotional self-awareness to become a competent and cohesive team.

Q316: During the release of an important product, a vice president for a different product line brought a valid concern to the project team, which had to be completed before the release. The vice president has not participated in other product discussions until now.

This additional work resulted in a delay of the product release.

How should the project manager have handled this situation earlier in the project?

- A. Shared project boundaries so that everyone was aware of the scope.
- B. Recorded the vice president's concerns in the risk register.
- C. Identified the vice president as a stakeholder.
- D. Escalated any dissent to top management right away.

Q317: A project manager receives an email from a vendor stating that a shipment of computers is delayed for another week. As a result of this delay, the team reviews their schedule, alerts the department manager, and makes adjustments based on the new estimated delivery date.

Where should the project manager document these changes?

- A. Company's external website
- B. Software manufacturer's website
- C. Project team's website
- D. Vendor's website

Q318: A project manager is assigned to a project for an insurance company when a problem arises. The project sponsor, who is also a general manager, mentions that an external board member has



indicated that the board is not aware of the project. Because of this, project funding will not receive board approval.

What should the project manager have done first to avoid this situation?

- A. Agreed on the communications management plan to engage with stakeholders.
- B. Determined the power and interest of the stakeholders and the project sponsor.
- C. Reviewed the cost management plan to guarantee funding.
- D. Took initiative and reached out to the board for approval.

Q319: A project manager is leading an initiative to modernize the company's customer portal to place, manage, and track orders. The portal also integrates the company's invoicing and payment systems. The project involves various business teams including sales, marketing, accounting, and customer service.

Which two data analysis methodologies can the manager use to identify and categorize stakeholders? (Choose two)

- A. Schedule meetings with the business sponsor and business leaders in the organization to generate the initial stakeholder list.
- B. Check with the project sponsor to nominate the stakeholders who will be participating in the project.
- C. Use a mind mapping technique to create a visual map of the stakeholders and their relationship to the project.
- D. Send out a survey with a voting option to collectively decide on stakeholders for the project.
- E. Document the list of stakeholders based on their interest, influence, and knowledge/expertise of the existing process.

Q320: An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting.

Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage.

What should the project manager do?

- A. Recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.
- B. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.
- C. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.
- D. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.

Q321: A project manager is leading a progress review meeting when some stakeholders who are new to the project express concerns about not having access to previously shared deliverables.

What should the project manager do?



- A. Document the new stakeholders' concerns in the meeting minutes
- B. Schedule and hold meeting with the new stakeholders to discuss concerns.
- C. Use social media environments to share the project information.
- D. Use the project management information system (PMIS) to share information.

Q322: A project is constantly being affected by changes that are causing a lot of reworks. These are due to several factors, such as competitors' strategies, climate changes, new policies and regulations that the project must meet. What should the project manager do?

- A. Embrace the frequent changes in the project.
- B. Perform regular assessments of the environment.
- C. Include the changes in the sprint backlog.
- D. Add the changes to the product backlog.

Q323: A project manager identifies a risk that has a high probability of occurring. How should the project manager manage this risk?

- A. Remove the user stories associated to that risk and avoid the impact to the project deliverables.
- B. Ask the team to monitor the risk and provide an alert if it becomes an issue.
- C. Assign a qualified team member to be the risk manager for the project.
- D. Submit a change request to transfer the risk to a third party in case it becomes an issue.

Q324: A hybrid project manager who favors a servant leadership style is working with a team that is new to agile and its associated processes. The executive team is not convinced that they are ready to move away from a traditional approach. How should the project manager proceed?

- A. Train the team in agile practices and explain all the ceremonies to create buy-in to the process.
- B. Explain the business value to the stakeholders so that they support the shift to the new way of working.
- C. Document a detailed project plan to executives that reassures the project will finish on time.
- D. Assure executives that traditional ceremonies will also be included for the project.

Q325: A project team is globally distributed with team members living and working in different time zones. The project manager is trying to get the team to collaborate effectively. Which three actions should the manager take to accomplish this goal? (Choose three)

- A. Compile a communications management plan with input from all stakeholders and distribute for review and approval.
- B. Require the team to have daily mandatory meetings with the project management office (PMO).
- C. Review the communications strategy with the team regularly with a view for continuous improvement.



- D. Send out a survey to review the preferred method, timing, and frequency for communications.
- E. Recommend the use of formal written documentation in all project communications.

Q326: At a meeting, the project manager for an agile project indicates that the sprint goals were not met. The product owner leaves the meeting early, and the team discusses how the meeting went. Team members are confused as there were no defect for the new user stories and no new requirements were discussed.

What should the project manager do in the future to avoid this situation?

- A. Include previous sprint defects and close them in the actual sprint.
- B. Create better plans to test the functionality in more detail.
- C. Review the definition of done (DoD) with the product owner.
- D. Get approval from the product owner on the user stories.

Q327: A company has been upgrading its existing production plant. The project is being managed by the business development unit. A dispute regarding ownership of the project occurs between the business development unit and operations management.

Operations management claims that they are the owner since they will be responsible for the realization of project benefits.

How should the project manager resolve this dispute?

- A. Create an agreement document detailing project ownership for ongoing benefits realization.
- B. Combine the two teams to collaborate with one another and facilitate an agreement regarding project ownership.
- C. Explain that operations management owns the project because they are the final customer.
- D. Explain that the business development team owns the project until it is delivered to operations management.

Q328: A project manager finds out that the required project status reports have not been filled out by most team members. These status reports are urgently needed to compile a comprehensive status report for the project sponsor.

What should the project manager do to address this situation?

- A. Quickly put together a report that will satisfy the project sponsor.
- B. Justify the team members' behavior to the project sponsor.
- C. Reprimand the team members who did not fill out the status reports.
- D. Discuss the issue with the team members at fault.

Q329: A network upgrade project with a tight deadline is being carried out by a project team with limited resources. One of the team members, who feels they are the most junior, remains silent and does not participate in the discussions at the team meeting.

What should the project manager do?

- A. Understand the team member's concern and assign tasks based on their strengths.
- B. Suggest to the member that they should participate in training to enhance their skills.



- C. Assign the team member a project coordinator role as an entry level to the project.
- D. Ask a senior team member to mentor the junior member during the project.

Q330: A project outcome is to deliver a product. The business has clearly defined the requirements; however, the project team is unclear about the solution approach for some of the requirements. What is the appropriate approach for such projects?

- A. Hybrid approach
- B. Predictive approach
- C. Agile approach
- D. Iterative approach

Q331: New production systems have been successfully tested, and it is time for the operations team to take ownership of them. However, the operations supervisor refuses to approve the systems because the change logs are not consistent with the current state of the systems. What would have prevented this problem in this project?

- A. Including a daily inspection of change logs in the project manager's duties.
- B. Integrating a solution to automate the change logs without human effort.
- C. Assigning configuration management responsibility to a team member.
- D. Adding a reminder about updating the change log in the work checklists.

Q332: A project team is experiencing a major misunderstanding regarding the decision-making criteria for project processes. The project manager wants to figure out the root cause of the misunderstanding. What document should the project manager refer to during this process?

- A. Team management plan
- B. Team charter
- C. Project charter
- D. Control schedule

Q333: Some team members working on an agile project complain to the project manager about a recurring problem. Team members explain that whenever they finish developing a module, it takes a long time for the customer to check and approve it. The team members want the project manager to engage with the customer to reduce the turnaround time. What should the project manager do next?

- A. Meet with the customer to fast-track delivery of the module.
- B. Empathize with the team members and take responsibility for resolving the issue.
- C. Tell the team to keep working on the modules during project ramp-up.
- D. Review and update the stakeholder engagement plan.

Q334: A project sponsor asks the project manager to explore a hybrid approach for a new project. The product manager for this project has already prepared a detailed specification for the product.



What should the project manager do to proceed with the project management plan?

- A. Ask the product manager whether they are prepared to act as product owner for the project in order to participate in iterative planning and reviews.
- B. Explore with the product manager to determine if there are viable opportunities to deliver value incrementally and increase business value.
- C. Recommend to the project sponsor that a predictive approach is appropriate for the project due to the stable product requirements.
- D. Ask the team to assess whether the product specification can be expressed in user stories to enable a Scrum or Kanban approach.

Q335: A CEO wants to implement a project portfolio management tool to successfully manage the organization's projects. The project management office (PMO) manager is assigned as the project manager of this project.

In order to implement this tool correctly in the organization, what should the project manager do next?

- A. Hire a consultant to define the project portfolio management tool implementation process.
- B. Select two of the leading projects in the organization and do a pilot in these projects.
- C. Assess the organization's project management maturity and ascertain the fit.
- D. Hold a training regarding the project portfolio management tool to better understand it.

Q336: A project has a very tight delivery schedule. The project is approaching the delivery date, and the project sponsor often sends the project manager alerts to avoid any schedule slippage. The project team has performed at an acceptable level until now, but the project manager wants to ensure the team's performance level is maintained until the end.

What action should the project manager take to motivate the project team's performance?

- A. Send a formal notice to team members instructing them to maintain performance.
- B. Award certificates of appreciation to encourage the team.
- C. Hire a few temporary team members to help with the additional work.
- D. Inform the team about the delivery pressure from the project sponsor.

Q337: A company has a lot of experience with predictive projects. The project management office (PMO) has been trying to implement iterative tools within the project management framework, and the project manager has been asked to use these tools in their-current project. After the successful implementation of the iterative tools, the PMO asks the project manager to determine the benefits these tools brought to the project.

What should the project manager do?

- A. Determine the data to be monitored during the project as well as the expected performance and targets.
- B. Update the communications management plan to consider performance review meetings with the project stakeholders.
- C. Prepare and submit a status report to the steering committee to update performance monitoring.



D. Conduct reviews with stakeholders to discuss the potential benefits the approach may have to the project.

Q338: While managing a project, the project manager has just noticed that the last several monthly invoices have been challenged by the client when they were clearly defined. The actual invoice payments received have also been late and were outside of the contracted payment schedule. Recent invoices have only been partially paid. What should the project manager do?

- A. Add nonpayment to the issue log and keep tracking payments.
- B. Conduct a meeting with the project team to update the procurement management plan.
- C. Review past projects for payment-related lessons learned.
- D. Hold a meeting with the client to address the issue.

Q339: Five agile teams working together on a product recently performed release planning. Midway through the project, each team showed that their progress was on track. When all of the teams integrated at the product level, many integration issues were observed. The overall product release progress declined with predictions showing the committed content will not be able to be accomplished.

What should the project manager have done differently?

- A. Performed a Scrum of Scrums on a regular basis to help the teams remove impediments.
- B. Formed a separate quality assurance team to test all items coming from each team at the end of each sprint.
- C. Arranged an online session on the integration concept and suggested tools to the teams.
- D. Ensured frequent and continuous integration of work to obtain early feedback and continuous learning.

Q340: A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally.

Which action should the project manager take as a priority?

- A. Emphasize the use of Kanban methodology.
- B. Implement a plan-do check act (PDCA) cycle.
- C. Ensure the project sponsor is aware of the go to market date.
- D. Deliver business value as soon as possible.

Q341: The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders. This issue is putting the project schedule at risk. What should the project manager do first to facilitate the approval of project requirements?

- A. Identify the source of the disagreement
- B. Hold a team-building event
- C. Review the project charter.



D. Perform a stakeholder analysis.

Q342: A project manager is managing a project which has a very complex and long execution period. Although the project is mostly predictive, the team was able to break the design and execution into smaller packages using a hybrid framework. The business wants to keep track of the value delivered by this framework application, but there is no defined set of measurable items for the framework. What should the project manager do first?

- A. Work with the stakeholders to determine which measurable benefits can be tracked and assign an accountable person to monitor and report them.
- B. Research which templates of reports were used the most for this framework and incorporate them into the project.
- C. Use the same benefits tracking process from the last predictive project and add this to the monthly status report.
- D. Create a report based on the work breakdown structure (WBS) and update on a regular basis.

Q343: A team has different ideas on how to address a feature of a product under construction and, although the sprint began two days ago, they have still not reached a consensus. What should the project manager do?

- A. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting.
- B. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea.
- C. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decides.
- D. Ask the product owner, who is the key stakeholder, to choose among the different ideas.

Q344: In analyzing a project for monthly status reporting, the project manager notices that the schedule performance index (SPI) is 0.75 and the cost performance index (CPI) is 1.25. The project manager must provide the first project status review soon and wants to emphasize that the project is under control. How should the project manager report the project status to key stakeholders?

- A. Perform a detailed root cause analysis utilizing a Pareto chart and fishbone diagrams to demonstrate that the project is under control.
- B. Report that the project is behind schedule but that an additional experienced resource can be added to stay within schedule and maintain the budget.
- C. Report that the project is not tracking as expected, but is still under control since the next project milestone is over a month away.
- D. Prepare a detailed presentation for stakeholders on earned value, including how it is calculated and the project's current earned value results.

Q345: A project manager presented the project schedule to the main stakeholders. They have requested that the project be completed two months earlier than the scheduled date.



What should the project manager do?

- A. Update the cost management plan to allocate more resources to the project to finish the scope earlier.
- B. Crash the schedule to shorten the timeline while keeping the scope unchanged.
- C. Reduce the scope of the project by removing activities and shortening the timeline.
- D. Hold a stakeholder meeting to align timelines and scope expectations.

Q346: A project manager works with a global virtual team. The team is facing difficulty in communicating with each other and often misses important messages. This difficulty leads to missed deadlines.

What should the project manager do to enhance project team effectiveness?

- A. Initiate daily communication of project progress.
- B. Implement team colocation to improve communication.
- C. Identify the root cause of communication issues.
- D. Schedule a communications control board meeting.

Q347: Which three of the following scenarios are impediments to which a scrum master should pay attention? (Choose three)

- A. A team member talking about a user story that is not on the Scrum board.
- B. A review of the backlog at daily standup meetings.
- C. A lack of team empowerment and an inability to self-organize.
- D. A technology that blocks agile capabilities.
- E. A team member talking about a user story that is on the Scrum board.

Q348: A technical manager, newly appointed by the client, visits the project site to verify the project deliverables. The technical manager feels that the project manager has not providing enough information.

What should the project manager do first to resolve this situation?

- A. Review and update the stakeholder engagement plan.
- B. Update the issue log and escalate to the project sponsor.
- C. Identify the lack of information as a risk and update the risk register.
- D. Schedule more frequent meetings with the technical manager.

Q349: A project manager for a maintenance project has a contract that is renewed annually. The project started 6 years ago. After contract renewal this year, the auditors reported that this version of the contract violates a new law that was passed last year.

What has happened in this situation?

- A. The project manager does not have enough knowledge on this legal matter.
- B. The legal department has not disseminated the law correctly to all staff.
- C. The contract has not been appropriately reviewed by the project team.



D. The take-holder engagement plan has not been correctly implemented.

Q350: A project manager who is managing a critical project in a multinational company is conducting a progress meeting with all team members. During the meeting, one of the team members' states that they are facing a critical problem that will prevent them from completing their assigned task. What should the project manager do?

- A. Review the risk register with the team member to find the proper response action for this issue.
- B. Ask the team member to follow the approved communications management plan to communicate their issue asses.
- C. Ask the team member to raise a change request to assess the issue in detail.
- D. Schedule a meeting with the concerned team member to review and update the issue log together.

Q351: The project manager has recently received funding approval for a training program for the entire project team but has not yet defined the most effective training course. One team member submitted a request for specialized training that is required for the project. How should the project manager handle this request?

- A. Reject the request as it does not impact the project deliverables.
- B. Approve the request for the specialized training.
- C. Validate if the training is within scope and budget.
- D. Send this change request to the change control board (CCB) for approval.

Q352: A project manager led the implementation of an electronic invoicing project that has just been completed. The financial manager communicated that the team discovered three invoices with errors communicated that the team discovered three invoices with errors. Which two documents should the project manager update as soon as possible? (Choose two)

- A. Backlog register
- B. Stakeholder register
- C. Issue log
- D. Risk register
- E. Change log

Q353: A project manager has been asked to manage an existing complex project. Some goals have already been delivered by the previous project manager. While reviewing the project management plan, the project manager realizes that one of the key deliverables is missing from the project goal. What should the project manager do next to ensure the expected project value delivered?

- A. Ask to use the contingency fund for more resources to complete the missing deliverable.
- B. Confirm the expected deliverables and rebase-line the project
- C. Escalate the issue about the deliverable to the project sponsor.
- D. Gather the missing requirements and add them to the requirements documentation.



Q354: The project team follows a hybrid framework for its delivery. During the execution of a project, the team learns of a new compliance requirement that has to be delivered before any other requirements.

How should the project manager address this situation?

- A. Ask the team to include the compliance requirement in the current sprint and deliver.
- B. Include the compliance lead in the stakeholders list and wait for the next status meeting.
- C. Collaborate with the compliance team member to review and prioritize the requirement's delivery.
- D. Add the new compliance requirement to the backlog as the technical team does not have any capacity.

Q355: A project manager is leading a meeting with key stakeholders, the project sponsor, and the product owner to define the features that will be released after the next iteration.

The purpose of the meeting is to review the product backlog prioritization, considering that during the past iteration some deliverables were not completed.

Which two items should be taken into account first to review and update the backlog priorities during the meeting? (Choose two)

- A. Complexity and the cost of development.
- B. Reusing components from another product.
- C. Length of time each feature has been on the backlog.
- D. Industry trends and the technical approach.
- E. Cost of delaying some features against business value.

Q356: A project manager has been assigned to lead a project to develop a new system. The stakeholders disagree on the project objectives and approach.

What should the project manager do?

- A. Conduct scoping workshops with the project team to create a work breakdown structure (WBS). Assign tasks to various entities, share this with all stakeholders, and ask the team to complete their tasks as scheduled.
- B. Conduct a general meeting with all stakeholders and review and address a list of activities for each of them.
- C. Breakdown the situation to identify the root causes for the disagreement and then work with each stakeholder and participating entity on their exact roles and responsibilities.
- D. Create a roles and responsibilities matrix based on the project charter and ask the sponsor to share it with all stakeholders to provide credible authority.

Q357: Project A is critical for the company and must be completed within nine months. The project charter has been signed but the project scope statement has not been prepared. Management asks the project manager to move forward with the project without an approved project scope statement.

What should the project manager do next?



- A. Refuse to work on the project because management is not following standard project management practices.
- B. Met with management to explain me potential problems with running a project without a project scope statement.
- C. Escalate the issue to the project sponsor and add it to the risk register.
- D. Start the project with inputs from the project charter to save time.

Q358: While developing a new product, a key stakeholder expresses concern about insufficient information on product feature requirements. The product team disagrees and mentions that detailed requirements have been provided.

What should the project manager do to handle this situation?

- A. Conduct new risk and scope analyses, identifying the missing information.
- B. Redirect the stakeholder to discuss this request with the functional manager.
- C. Record the new requirements and ask the product team to develop them.
- D. Organize a discussion with the product team to clarify the missing information.

Q359: A project manager is in the planning phase of a project. The project manager would like to organize the tasks to fulfill the project objectives successfully and keep the project team fully motivated.

What should the project manager do to accomplish this?

- A. Find similar successful projects from the archives and use the same project tasks.
- B. Create the project schedule and ask the project team members to follow it carefully.
- C. Ask the team to create the project tasks based on their experience.
- D. Identify and organize the project tasks and assignments based on team strengths.

Q360: A project manager is assuming a position in a multinational company, where team members are divided on the new direction for the organization. Team members are relying on the new project manager for direction, motivational acumen, and support.

Which skill should the project manager use in this situation?

- A. Organizational leadership.
- B. Process management.
- C. Coaching experience.
- D. Technical expertise.

Q361: A project manager notices that a couple of stakeholders are slowing down project delivery. However, when the project manager checks the stakeholder engagement plan, the stakeholders are identified as positive influencers.

What should the project manager have done to prevent the slowing of project delivery?

- A. Evaluated the stakeholders influence and interest levels throughout the project life cycle.
- B. Included the stakeholders in the daily status meetings.



- C. Collected all stakeholders needs and included them in the stakeholder engagement plan.
- D. Included the stakeholders in the project's team-building activities.

Q362: A newly hired project manager is asked to contribute to the template and design of the project management office (PMO). The PMO needs assistance in creating compliance categorizations for projects.

What should the project manager do first?

- A. Ask the PMO manager and other project managers to define the compliance categories.
- B. Leverage the organizational process assets (OPAs) to determine existing categories and recommend their use.
- C. Discuss with the legal and audit teams as they would be able to define most, if not all, compliance categories.
- D. Recommend aligning the categories to standard project management types of compliance.

Q363: A project team is developing a product with features to be adopted in several countries for the first time. As part of the strategy, the project manager has put together a team from various countries. Despite the team having the necessary skills, the manager finds the team does not get along. What should the project manager do in this situation?

- A. Review organizational process assets (OPAs) for similar situations.
- B. Support organizational culture to achieve inclusion.
- C. Create a risk entry in the risk management plan.
- D. Promote activities to achieve the diversity needed.

Q364: At a recent steering committee meeting, the project sponsor asked the project team to add a major feature to the final product. After consulting with the project team, it is determined that the change will cause significant impacts to the original project delivery date and budget. What should the project do to assess the priorities and meet the new objective?

- A. Submit a change order request with the new project objective to the project management office (PMO).
- B. Initiate a crashing routine to gain extra time for the added feature.
- C. Ask the project team to work overtime in order to accommodate the new changes.
- D. Communicate the results and negotiate the needed resources and time with the stakeholder.

Q365: There is a project underway to build a new plant. Risks and risk responses associated with several compliance categories are defined, but not all stakeholders agree about the importance of assuring compliance in all categories.

What should the project manager do?

- A. Develop metrics and measure compliance periodically.
- B. Increase awareness about the possible results of noncompliance.
- C. Escalate the issue to the project sponsor.



D. Analyze the requirements traceability matrix and propose a solution.

Q366: A project is slightly behind schedule with two phases remaining. The project manager is devising a strategy to correct the situation when an urgent report is received. The government has issued a new regulation that will have an impact on the project.

What should the project manager do?

- A. Check the risk registry and update the risk management plan accordingly.
- B. Initiate a focus group within the project team on how to deal with the issue.
- C. Submit a change request to the change control board (CCB) and wait for instructions.
- D. Request that the board of directors provides instructions on how to proceed.

Q367: A project manager is working on a new oil refinery construction project. The project is in the initiation phase.

When should the project schedule be developed?

- A. During the initiation process, concurrently with the contract and project charter.
- B. When the planning processes for time, scope and procurement management are completed.
- C. Throughout the project life cycle as changes to the scope are received and accepted.
- D. As early into the project as possible once the project charter is approved.

Q368: A project manager is facilitating a project steering committee meeting where the prioritization of work items in the backlog is being discussed. The engineering executive wants to prioritize features based on level of effort, completing the smallest items first. The quality executive wants to complete the most complex tasks first to have adequate time to ensure a quality product is delivered. The compliance officer wants to complete items with associated regulatory components as they are essential items.

How should the project manager prioritize the work items?

- A. Complete tasks associated with regulatory components as the team cannot deliver business value that does not adhere to compliance regulations.
- B. Ensure that the team assesses opportunities to deliver the highest business value items incrementally.
- C. Complete the smaller tasks first to allow the team opportunities to prototype and evaluate development processes.
- D. Ensure that the project value is within the quality guidelines by prioritizing and completing intricate tasks earlier in the project.

Q369: A project manager is managing an internal project with a tight budget and schedule.

While executing the project, the project manager realizes that some stakeholders are working against the success targets of the project.

What should project manager do to ensure successful project delivery? (Choose two).

- A. Involve all stakeholders in the project by distributing status reports.
- B. Engage all stakeholders in the project including the unsupportive stakeholders.



- C. Focus on the supportive stakeholders and minimize involvement of unsupportive stakeholders.
- D. Update the project stakeholder analysis to satisfy the stakeholders' requirements.
- E. Escalate the issue to the functional manager and ask for support.

Q370: A project manager is managing a software development project for a financial company with a planned duration of 13 months. The project is in the execution phase, and the product leader wants to include additional functionality to improve the final deliverable.

The sponsor indicates the project must achieve the final date established in the project charter to get ahead of the competition.

What should the project manager do in this situation?

- A. Request approval for the new requirement from the change control board (CCB).
- B. Lead a brainstorming session with the project team to find a solution.
- C. Meet with the sponsor and project team leaders to consider the new requirement.
- D. Add the new requirement to the project scope and adjust the project plan.

Q371: A project to implement the merger of two financial companies is ongoing. Stakeholders raise concerns that since launching the merger, turnover has increased among the most skilled and experienced staff due to a low level of change readiness in both organizations.

What should the project manager do first?

- A. Assess the impact to the project and update the risk management plan.
- B. Assess the impact to the project and plan for changes if necessary.
- C. Identify the change culture and benefits requirements and plan for changes.
- D. Continue with the project implementation as was originally planned.

Q372: A conflict occurs in a software migration project. The majority of the project team wants to implement a strategy that favors a quick result but would incur high operating costs.

A few project team members have received support from a key stakeholder in senior management.

However, the project manager would like to spend more effort on the migration phase, in exchange for lower operating costs. The is passing and the project is not progressing.

What conflict resolution technique should the project manager use to address this conflict?

- A. Force/direct
- B. Arrange/discuss
- C. Compromise/reconcile
- D. Withdraw/avoid

Q373: A project is near completion but it is behind schedule. The contingency budget has already been used, although the remaining budget should be enough to complete the project. The only subject matter expert (SME) assigned to the project has been asked by their manager to solve a problem in the operations department.

What should the project manager do?

- A. Design a negotiation strategy for this situation.



- B. Escalate the situation to the project sponsor.
- C. Free the resource to handle the operations priority.
- D. Ask the manager to submit a change request.

Q374: A project manager work in a matrix organization manages an internal software development project that is intended to reduce conflicts in the company's internal tracking system. Developers placed the software application in production, and it is currently achieving some benefits. However, the full benefits will not be realized for some time.

What should the project manager do?

- A. Make updates mark all project documents as final, and close the project.
- B. Coordinate with the project's functional leads to validate its readiness for transaction.
- C. Continue to manage the project until all project benefits are realized.
- D. Request a new project be initiated to monitor and report achievement of the benefits.

Q375: There is a project underway to build a new plant. Risks and risk responses associated with several compliance categories are defined, but not all stakeholders agree about the importance of assuring compliance in all categories.

What should the project manager do?

- A. Increase awareness about the possible results of noncompliance.
- B. Analyze the requirements traceability matrix and propose a solution.
- C. Escalate the issue to the project sponsor.
- D. Develop metrics and measure compliance periodically.

Q376: A consulting company has mandated that all employees work remotely. However, one client continues to work in the office and expects the consultants to be in the office for daily meetings and collaboration.

What should the project manager do first to handle this conflict?

- A. Communicate to the client the legal implications and clear rules mandating consultants work remotely.
- B. Mandate that consultants return to work full-time in the office to collaborate keep the client satisfied.
- C. Direct the consultants to attend meetings in the office, but keep working remotely the rest of the time.
- D. Inform the consultants that they should continue working remotely without communicating the decision to the client.

Q377: A project manager is working on a project that requires a chemical engineer. However, the project is currently assigned to an engineer who does not have this competence.

What should the project manager do next?

- A. Speak with the functional manager to get the required resource.



- B. Define a training plan to support the engineer on the project
- C. Document the situation in the project management plan.
- D. Address the situation regarding the required resource in the issue log.

Q378: A project manager is assigned to a major system integration project that is currently in the execution phase. The project relies heavily on the presence and availability of certain products and services, which are provided at various periods throughout the project phases by selected third-party vendors.

What should the project manager do to ensure the successful execution of the project?

- A. Oversee the selection process for the vendor to procure the needed products and services.
- B. Activate the mitigation plan for the procurement risks.
- C. Ask the procurement department to select the vendor using established processes.
- D. Perform procurement control checks throughout the project.

Q379: As part of a new product development project, the design and manufacturing process details need to be transferred to engineers outside of the project. After completing the project documentation, what should the project manager do to ensure successful knowledge transfer?

- A. Send an email with the prints and work instructions created for the project.
- B. Schedule a meeting to evaluate the stakeholders' satisfaction.
- C. Arrange time with the functional managers to review the content created.
- D. Include all the work created in the project phase Closure documents.

Q380: A project manager is assigned to implement a new e-commerce system. This project is using a hybrid model with 10 sprints planned. During user acceptance testing (UAT) for sprint 9, the business users discovered three missed features. The team determined that adding these three features will delay the completion of development and subsequent activities, which will impact the delivery date. What should the project manager do to keep the project on track?

- A. Add the three new features to the product backlog to ensure that the schedule and cost remain intact for the project.
- B. Add the three new features to the product backlog after completing and approving a change request.
- C. Add the three new features to the sprint backlog, and review and prioritize them with the team at the sprint 10 planning meeting.
- D. Add the three new features to sprint 10, and ask the development team to additional hours to complete them without delaying the schedule.

Q381: A project manager is working on a project that requires a chemical engineer. However, the project is currently assigned to an engineer who does not have this competence.

What should the project manager do next?

- A. Define a training plan to support the engineer on the project.



- B. Document the situation in the project management plan.
- C. Speak with the functional manager to get the required resource.
- D. Address the situation regarding the required resource in the issue log.

Q382: A project manager is leading a project to create a product. New government legislation was just introduced that could apply tariffs on the materials the project will need to produce the product. The proposed tariffs will not impact the current deliverable, but they may impact future deliverables. Which two actions should the project manager take? (Choose two)

- A. Identify the aspects of future projects that would be impacted by the potential tariffs and look for suppliers.
- B. Organize a meeting with all stakeholders and add this as a new risk in the risk register.
- C. Adjust the project schedule and budget to work with local suppliers of the materials.
- D. Leverage the management reserve to pay for the additional costs due to the tariffs.
- E. Meet with production to see an alternative material can be used instead of the one impacted by tariffs.

Q383: The project leader for an agile team has discovered that a certain team member has been struggling with an impediment that is hindering the team's progress. The project is now at risk of completing later than expected. What should the project leader do?

- A. Identify the impediment during the retrospective.
- B. Report the impediment to the functional manager.
- C. Identify the impediment and associated risks at the daily standup.
- D. Escalate the impediment and associated risks to the business sponsor.

Q384: New compliance requirements have been applied to several vendor platforms. An important organizational feature is now no longer working. What should the project manager do first?

- A. Review the risk log for next steps.
- B. Hold a team meeting to discuss the issue.
- C. Perform a root cause analysis.
- D. Add the situation to the issue log.

Q385: A project manager is managing multiple information technology projects in a matrix organization. The project manager scheduled a meeting with one of the functional managers to coordinate testing support for two of the software developments projects. Unfortunately, the functional manager is not able to attend and informs the project manager that there may not be any resources available to test the software. What should the project manager do next?

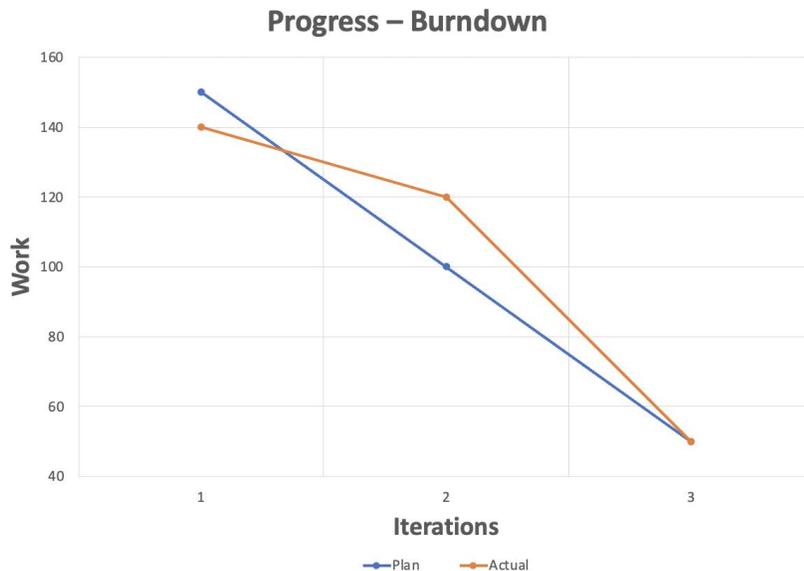
- A. Highlight the potential lack of testing support as an obstacle during the next project meeting.



- B. Meet with the sponsor to change the scope to allow the development team to conduct testing.
- C. Meet with a procurement specialist to negotiate with a company to test the software.
- D. Discuss the testing requirements with a test engineer and negotiate and approach to test the software.

Q386: A team is working on a project with three iterations. The project manager is reviewing the burndown chart.

What is the point where the chart shows that the team is performing below the plan?



Q387: The project leader for an agile team has discovered that a certain team member has been struggling with an impediment that is hindering the team's progress. The project is now at risk of completing later than expected.

What should the project leader do?

- A. Report the impediment to the functional manager.
- B. Identify the impediment and associated risks at the daily standup.
- C. Identify the impediment during the retrospective.
- D. Escalate the impediment and associated risks to the business sponsor.

Q388: A project is finishing its seventh iteration out of eight with a delivery performance of 90%. A functional manager asks the project manager for the status of the project.

What should the project manager do?

- A. Meet with the functional manager to explain the project management plan.
- B. Share the project metrics with the functional manager.
- C. Develop a detailed report and send it to the functional manager.
- D. Invite the functional manager to the next iteration review.



Q389: A project manager was asked to take over a project from a colleague who is leaving the organization. The project manager heard that the team is disengaged and has no responsibility or ownership of the tasks. Every task that the team works on misses its deadline and incurs additional costs for the organization.

How should the project manager handle this situation?

- A. Delegate the work to contractors.
- B. Empower the team.
- C. Reward the team.
- D. Ask for a schedule extension.

Q390: A hybrid project manager is working on a software development project when unforeseen circumstances close down offices, causing the teams to work from home. Being agile, the team is used to having their work be highly visible in their office with sprint boards on the walls surrounding their work area.

How should the project manager proceed?

- A. Share the latest sprint board to their local machines so that the team can assess progress.
- B. Use a Web-based sprint board that is open to the team on a continuous basis so that they can assess progress.
- C. Encourage the team to keep their own sprint boards showing their progress, when appropriate.
- D. Email the latest sprint board to the team every afternoon so that they can assess progressing.

Q391: A project manager in a predictive environment has been assigned to a project. In this new project, the project manager plans to apply agile principles but is concerned about setting the expected behavior for project team members due to the flexible nature of the agile approach. What should the project manager do to address this situation?

- A. Establish the ground rules.
- B. Use previous project behaviors.
- C. Follow the communications management plan.
- D. Let the team decide on behaviors.

Q392: A project manager has been managing a highly complex project. The project manager has ensured that all of the required tasks have been completed. During a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented.

What should the project manager have done to ensure that there were no liabilities arising from the recent implementation?

- A. Ensured that all documentation was completed post implementation before closing the project.
- B. Ensured that all of the required tasks identified in the scope were completed successfully.
- C. Ensured that all defects identified during testing were resolved before implementation.



D. Ensured that all the required approvals were received per the organization procedures.

Q393: A company needs to start operations in a new country by a predetermined date in order to expand business and maintain its competitive advantage in the market. The assigned project team has consistently shown high performance. Which two actions should the project manager take to ensure success? (Choose two)

- A. Ask the sponsor to add more resources to increase the team's capacity.
- B. Invite the stakeholders to a meeting to discuss prioritization of the project features.
- C. Ask the customer to keep the backlog minimal to ensure the project makes the due date.
- D. Assist the team in proposing a minimum viable product (MVP) to make the timeline.
- E. Capture the risk in the risk register and develop the related mitigations in the risk management plan.

Q394: During the execution of a project to develop a prototype, the customer asks the project manager to stop the prototype line and purge a specific component based on recent reliability tests that have deemed the component to be deficient. The project manager checked the quality management plan and there is no reference to this component.

What should the project manager do next?

- A. Inform the project sponsor of the situation and wait for the sponsor to provide further directions.
- B. Call a technical meeting with the customer to agree on a specification for the component and document it in the quality management plan.
- C. Submit a change request to proceed with the replacement of the component and wait for further customer instructions.
- D. Keep running the manufacturing line because there are no quality specifications for this component.

Q395: A project manager has identified that an agile team is trained on the use of a certain tool. However, the organization has a new tool that is better. Using the new tool will achieve many benefits. The team is not using the new tool, because they do not know how to use it and the cost of training is expensive.

What should the servant leader do next?

- A. Leverage the experience of the team on the old tool and ensure the team keeps using it.
- B. Request additional budget from the client for the team to be trained on the new tool.
- C. Ask the functional manager to train people on how to use the new tool.
- D. Evaluate opportunities to get the team trained as part of the project.

Q396: During the execution of an IT project, two of the most senior technical leaders of the project team become conflicted regarding a solution. The project manager assesses the situation and determines that the problem is a result of their strong personalities.

The project manager decides to manage the conflict by strengthening their interpersonal relationship so they are able to work better together. However, the conflict still exists. What should the project manager do to fix the issue?



- A. Get the team members to talk about the situation and let them come to an agreement.
- B. Use emotional intelligence to manage the team members' conflict.
- C. Perform team-building activities throughout the project.
- D. Identify the root cause of the conflict by using appropriate tools and techniques.