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**QUESTION 1**

A project manager is leading a cross-organizational project that is replacing a platform on which various solutions used by 15 business units were built. The project is part of a large program of work, and some of the resources are shared with other projects outside of the program initiated by the respective business units.

Which stakeholders should the project manager consult with first to manage interdependencies?

- A. Project sponsors
- B. Other project managers
- C. Business unit managers
- D. Program managers

Correct Answer: C

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**QUESTION 2**

A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all. How should the project manager proceed?

- A. Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.
- B. Calculate the costs for each option in each location and compare the net present value (NPV) for each.
- C. Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D. Perform a gap analysis on renting in each of the locations.

Correct Answer: B

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**QUESTION 3**

A project team is implementing a new solution that will be distributed worldwide. Due to a new issue that has a global impact, several government agencies are implementing new regulations that will affect the solution. The project manager must assess and prioritize the impact of these changes on the project scope/backlog.

Which analytical tool can be used by the project manager to define this scenario?

- A. Political, economic social, technological legal, and environmental (PESTLE)
- B. Strengths, weaknesses opportunities, and threats (SWOT)
- C. Valuable rare, inimitable resources, and organization (VRIO)



D. Net present value (NPV)

Correct Answer: A

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#### QUESTION 4

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. Ask the issue reporter to close the issues, because there are no project team members who have the required domain knowledge.
- 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. Reduce the project scope to ensure that the project team has the knowledge to deliver the system on schedule.

Correct Answer: B

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#### QUESTION 5

One deliverable for a project is to translate and print materials for students every 2 weeks. Printing services are available but without guaranteed time lines because other projects make a significantly higher profit and have a higher priority. What should the project manager do to mitigate the risk of not having the materials printed on time?

- A. Meet with the manager to set a high priority for printing the materials
- B. Create a change request to modify the print requirements
- C. Include a risk response in the resource management plan
- D. Purchase a high-volume printer specifically for this project.

Correct Answer: C



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