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**QUESTION 1**

A project manager has been assigned to lead a project to deploy a new system. The stakeholders disagree on the project objectives and approach. What should the project manager do?

- A. 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
- B. 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
- C. Conduct a general meeting with all stakeholders and review and address a list of activities for each of them
- D. 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

Correct Answer: A

QUESTION 2

A team averages 100 story points per iteration. The team estimates there are about another 2,000 points remaining and about 20 iterations remaining. One of the team members suggests estimating by feature because the large stories are difficult to break up.

What should the project manager do?

- A. Meet with this team member.
- B. Review this method with the team.
- C. Accept this task-based estimation.
- D. Reject this task-based estimation.

Correct Answer: B

QUESTION 3

A system migration project is in its closing stage. The project manager is being pressured to close the project The project manager communicated to all stakeholders; however, the last department to migrate indicated that they have not received the notification.

What should the project manager do?

- A. Report the issue during the next status meeting at the end of the week
- B. Escalate the issue to the project sponsor and upper management



- C. Close out the project and tell the manager to open a service desk ticket
- D. Log the issue and assign it to the project team member(s).

Correct Answer: C

QUESTION 4

A project manager receives a serious complaint from a functional manager about a team member. What should the project manager do?

- A. Replace the team member immediately to maintain a good relationship with the functional manager.
- B. Discuss the issue with the functional manager to understand the reason for the complaint.
- C. Support the team member and provide documentation to the functional manager proving their performance.
- D. Protect the team member and ask the project sponsor to minimize any external interruptions.

Correct Answer: B

QUESTION 5

A project manager is asked to implement a hybrid approach that will replace a predictive approach on an upcoming project.

How should the project manager adjust their responsibilities accordingly?

- A. Become a servant leader by supporting team collaboration and removing impediments
- B. Delegate coordination activities to the product owner so the project manager can focus on managing collaboration
- C. Request a scrum master to focus on the collaboration while the project manager focuses on the coordination
- D. introduce new communication tools to the project team members

Correct Answer: A



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