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**QUESTION 1**

During a retrospective review, many project team members say they are not completing tasks during the iterations because of interruptions and requests for help from other teams. As a team facilitator, what should the project manager do to avoid this?

- A. Identify the problem's root causes and define the ground rules with all project team members to minimize interferences.
- B. Recommend to the project team members that they should improve their planning and make their stories smaller.
- C. Reunite with the project team members affected and tell them not to reduce the team's capacity.
- D. Hire a coach to help all project teams to improve their abilities to solve problems on their own.

Correct Answer: A

QUESTION 2

Two teams are engaged on a global project which uses a follow-the-sun approach in order to speed up delivery. After the first release, many issues were identified on the product, which could easily have been avoided with better communication.

What should the project manager do?

- A. Improve the videoconferencing system to provide better availability and quality in order to increase communication.
- B. Have team ambassadors from each location travel to the other in order to facilitate communication and minimize issues.
- C. Facilitate a meeting with both teams so that they can agree on the issues and propose solutions that work for both teams.
- D. Move working windows so that team members can have increased overlap for the handover of status and issues to their counterparts.

Correct Answer: C

QUESTION 3

A project manager for a software technology project works in a matrixed organization with virtual teams. Unfortunately, the functional manager informs the project manager that there may not be any resources available to test the software. What should the project manager do next?

- A. Engage with the functional manager to discuss details to obtain the required support.
- B. Request a teleconference meeting with the sponsor to submit a change request to allow the development team to



conduct testing.

C. Discuss testing requirements at the weekly project meeting to negotiate the best approach to test software.

D. Send an email to the procurement specialist to negotiate with a company that specializes in software testing.

Correct Answer: C

QUESTION 4

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. Request direction from the project sponsor

B. Write an email to the client requesting clarification

C. Seek support from the development manager.

D. Work with the product owner to clarify the requirement

Correct Answer: D

QUESTION 5

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. Review the backlog with the product owner and prioritize the tasks that are least likely to be affected by a change in legislation.

C. Capture the engineers' feedback at the daily meeting and communicate it to the product owner.

D. Cancel the project, release resources, then start again when all the definitions are ready.

Correct Answer: B



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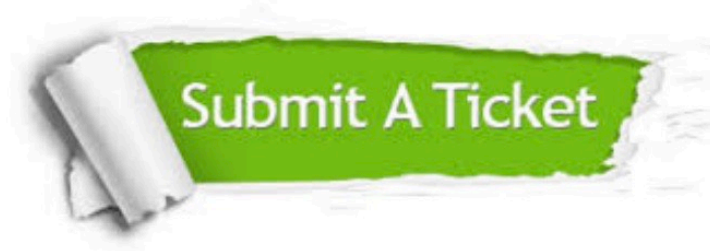
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