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QUESTION 1

A new development project is about to start, and the project manager knows that a high-profile customer makes very specific and frequent requests in all sprints. This project will demand contract coordination with third parties, and the project manager must find a better way to manage customer and partner expectations.

What strategy should the project manager use?

- A. Focus on the implementation of a software as a service (SaaS) solution for the customer.
- B. Specify the scope and features to be deployed in the contract clearly.
- C. Work very closely with the customer and third parties to meet their needs.
- D. Change the marketing and product management definitions to meet stakeholder needs.

Correct Answer: C

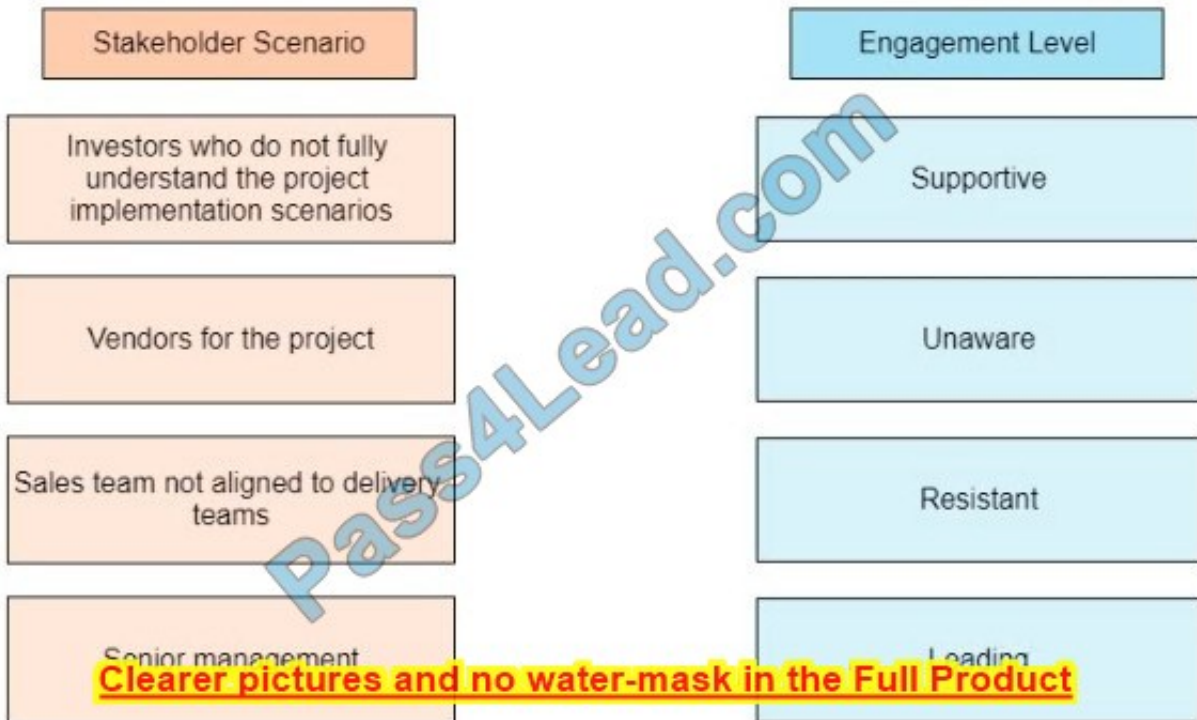
QUESTION 2

DRAG DROP

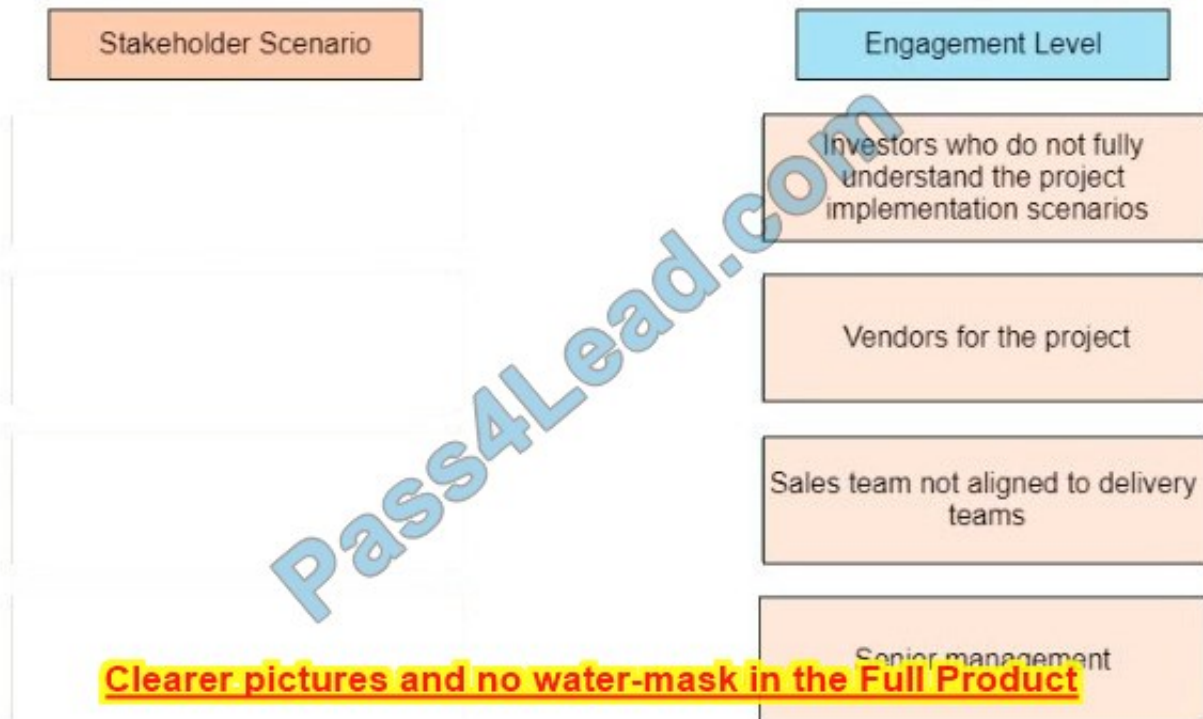
A project manager of a large company needs to categorize the stakeholders' involvement at the beginning of a project initiated by the board of directors. The sales and delivery teams are internal teams.

Drag each stakeholder scenario on the left to the correct engagement level on the right.

Select and Place:



Correct Answer:



**QUESTION 3**

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

What should the project manager do in this situation?

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

Correct Answer: A

QUESTION 4

In a project, one core team member tends to do all the work and ensures all tasks are completed. This core team member is soon leaving the project, which may make the project vulnerable. What should the project manager do?

- A. Ensure the activities of this team member are distributed across the project team.
- B. Assess a mechanism for knowledge transfer among the team members.
- C. Motivate the team member to stay by providing them with incentives.
- D. Ask human resources (HR) to counsel the team member to balance the workload.

Correct Answer: B

QUESTION 5

During the design phase of a project the project manager notices that the schedule performance index (SPI) is 1.8 and the cost performance index (CPI) is 0.1. In a weekly meeting with top management, the project manager reports concerns about these indicators. However, the most concerned person was the project sponsor who said that if the trend continues, they will be forced to prematurely close the project. What should the project manager do?

- A. Monitor the project sponsor but understand that it is normal to spend more money in the design phase of a project.
- B. Stop crashing the schedule.
- C. Manage the project sponsor closely and revise the project's resource management plan to improve indicators.
- D. Use a resource-leveling technique.

Correct Answer: B



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