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**QUESTION 1**

A project manager works for a large manufacturing company with diversified domains. The project team often participates in change requests. Recently, the change control board (CCB) deferred some requests and the project manager wants to communicate these requests to the stakeholders.

What document should the project manager use to communicate these requests?

- A. Risk log
- B. Change log
- C. Backlog
- D. Issue log

Correct Answer: B

QUESTION 2

During the execution phase of a healthcare IT project, the project manager finds one stakeholder is very difficult to communicate with and obtain feedback from on project deliverables. What should the project manager do?

- A. Share a template with the stakeholder to receive feedback on deliverables.
- B. Ask the project sponsor to arrange a meeting with the stakeholder.
- C. Use networking skills to approach the stakeholder.
- D. Update the stakeholder engagement plan for the stakeholder.

Correct Answer: D

QUESTION 3

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. Revise the project scope baseline.
- C. Escalate the change request to the project sponsor.
- D. Review the approved project charter.

Correct Answer: A

**QUESTION 4**

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Failure modes and effects analysis
- B. Design of experiments
- C. Quality checklist
- D. Risk analysis

Correct Answer: B

QUESTION 5

A supplier informs the project manager that producing the quantity of a key component for the project will require an additional month. The project manager has to meet an important milestone in a week. What should the project manager do next?

- A. Ask the vendor if the minimally sufficient materials can be produced in time to meet the deadline.
- B. Perform market research to find out if there are other vendors that can produce similar kinds of materials.
- C. Submit a change request to the change control board (CCB) asking to extend the deadline in order to reflect the late delivery.
- D. Involve the legal department, as the vendor is breaching the contract by not delivering the full amount in time.

Correct Answer: A

QUESTION 6

In an organization with good work-life balance, one team was continuously overloaded, thereby delivering the product late with poor quality. What should the project manager do?

- A. Request the team to work more for on-time delivery.
- B. Request the team to focus on doing better planning.
- C. Request the replacement of certain team members.
- D. Request management for a high-performing team.



Correct Answer: B

QUESTION 7

A project manager for a factory construction project in a small town is evaluating the necessary actions to engage stakeholders. The local community is speculating the impact of the facility. There are rumors of job opportunities and environmental impacts which are listed on the project risk matrix.

What should the project manager do with regard to community engagement in this situation?

- A. Include the local union representative in the high-power, high-impact stakeholder group
- B. Focus on the sideward stakeholders only and let the organization manage the community.
- C. Build channels to extend communication efforts to the local community
- D. Use the city administration to address communication with the community

Correct Answer: A

QUESTION 8

A project manager was just assigned to a project as the leader of an experienced agile team. How should the project manager influence the team to accomplish the project objectives?

- A. Express trust in the team's ability to fulfill the necessary deliverables.
- B. Assert judgment over the team.
- C. Use a plan-driven approach in order to demonstrate control over the project.
- D. Increase the amount of subject matter experts (SMEs) to get better results.

Correct Answer: A

QUESTION 9

A project manager is appointed for the deployment of a new solution. The solution will be integrated into the environment by a third-party vendor. This vendor just announced a delay in delivering a key component, which will impact the project schedule.

What should the project manager do?

- A. Ensure that relevant stakeholders and expectations are identified and assess the component delay.



- B. Perform a detailed analysis of the release content for each component of the solution.
- C. Propose a new design of the solution to replace the external component with an internal one.
- D. Ask for expedited delivery of the component to mitigate the risk of schedule delays.

Correct Answer: A

QUESTION 10

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

Correct Answer: C

QUESTION 11

After reviewing the lessons learned database, a project manager realizes that the current team may not be knowledgeable enough about organizational processes for the needs of a new project. What should the project manager do?

- A. Develop the team members to work as a cross-functional team.
- B. Ask a functional manager to provide the right team members.
- C. Review the project charter to see if the scope can be modified.
- D. Ask the portfolio manager to reassign the project to another team.

Correct Answer: A

QUESTION 12

DRAG DROP

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 correct tools on the right.

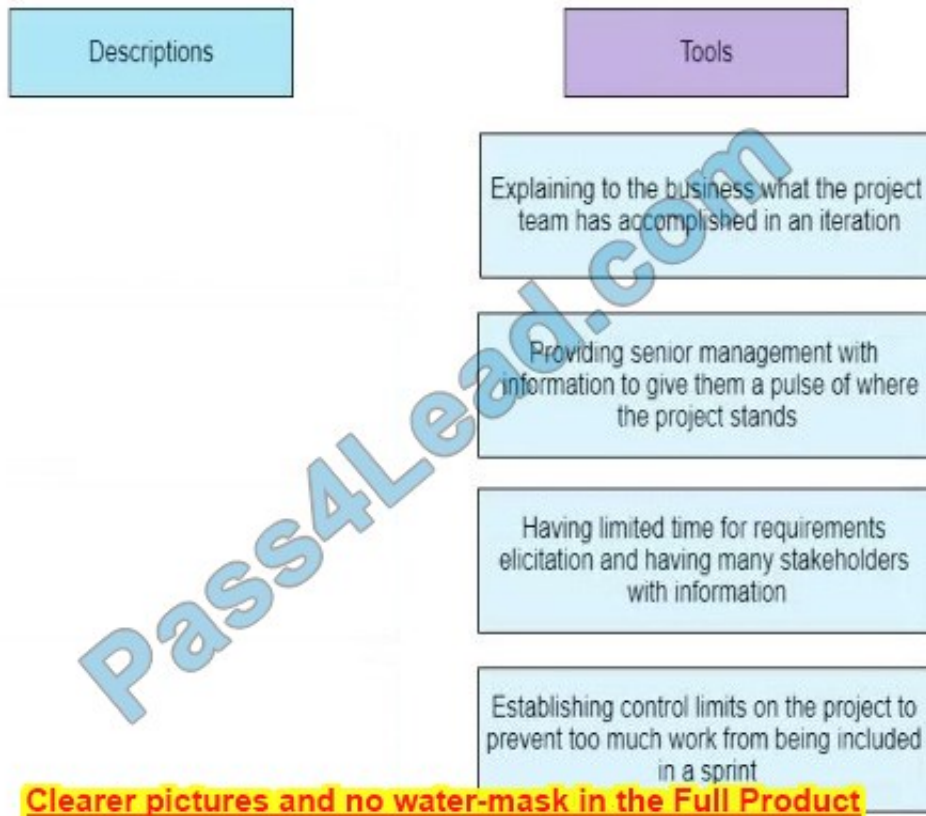


Select and Place:

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

Clearer pictures and no water-mask in the Full Product

Correct Answer:



QUESTION 13

A company strictly uses an agile approach, and the backlogs are continuously updated. A new project lead is hired and feels uncomfortable sharing some of the product's vital information with the team and the product owner. What does the project lead need to do to prevent a risky situation in the next iterations?

- A. Keep the project focused and executed in silos for better outcomes.
- B. Report the concern to the agile project management office (PMO),
- C. Inform the product owner of the concern so that it can be addressed.
- D. Open up to the team to work collaboratively to achieve the outcomes.

Correct Answer: D

QUESTION 14

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. Review the stakeholder engagement assessment matrix to determine next steps.



- B. Set up some time with the stakeholders to explain the importance of compliance.
- C. Meet with the sponsor to discuss how to handle the stakeholders\' differing opinions.
- D. Send out documentation to align stakeholder expectations and project objectives.

Correct Answer: D

QUESTION 15

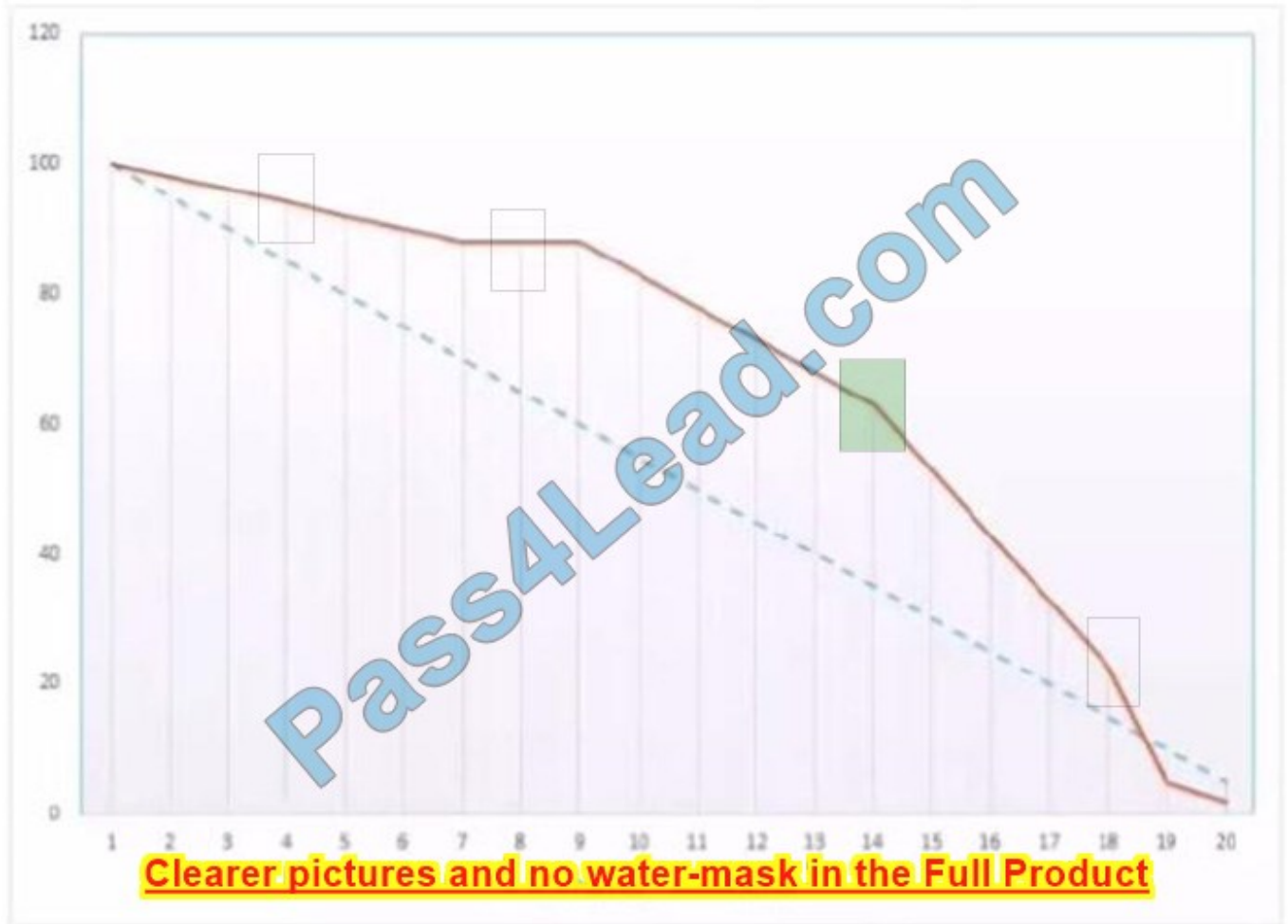
HOTSPOT

An agile team is conducting a sprint retrospective and wants to focus on the practices that allowed them to recover after a bad start Please click on the area of the burndown chart that the team should focus on.

Hot Area:



Correct Answer:



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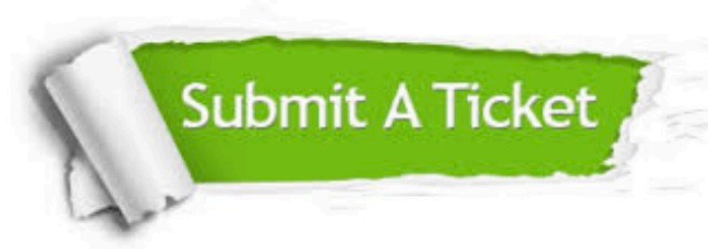
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