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QUESTION 1

A project was initiated due to an external business influence. During the course of the project, some of the business parameters considered at the beginning of the project have changed. What should the project manager do?

- A. Inform the team not to accept any changes, as it involves significant rework.
- B. Request management to update the project requirements accordingly.
- C. Request an update of only new requirements, as other changes involve rework.
- D. Inform management that the agreed-upon scope cannot be changed.

Correct Answer: B

QUESTION 2

A project manager wants to make sure that similar projects in the future use the project's performance data as a reference. However, the project manager is not sure how to accomplish this. What should the project manager do?

- A. Share project documentation in a repository with exclusive access.
- B. Schedule weekly knowledge-sharing sessions with key stakeholders.
- C. Send periodic emails to senior management with the latest project updates.
- D. Keep project artifacts up-to-date and accessible to all stakeholders.

Correct Answer: A

QUESTION 3

A project requires testing of the final product to be done at another department's testing facility, which is known for having low availability. This situation could potentially impact the project schedule. What should the project manager do next?

- A. Update the risk register.
- B. Update the issue log.
- C. Update the lessons learned register.
- D. Update the project schedule.

Correct Answer: A

QUESTION 4

In a weak matrix environment, two key team members are falling behind with their tasks, which will affect the success of the project.

Further investigation by the project manager reveals that they have unresolved issues with each other. The project manager asks them to find a way to resolve the issues, but this is unsuccessful. The project manager then holds a meeting

with them to work out a permanent solution to the issues, but this is also unsuccessful.

What should the project manager do next?

- A. Escalate the issue to a higher authority.
- B. Suspend the two key team members immediately.
- C. Put the issue on the agenda for the next team meeting.
- D. Reassign one of the key team members to a different task.

Correct Answer: D

QUESTION 5

As a project is ending, a business stakeholder requests information from the project manager regarding overall project performance to determine the success of the initiative. What should the project manager do to provide relevant information to the stakeholder?

- A. Update the project status report to include current performance information.
- B. Document the key performance indicators (KPIs) in the final project report.
- C. Document the project performance and influencing factors in the lessons learned register.
- D. Inform the stakeholder that performance will be evaluated three months after project closure.

Correct Answer: B

QUESTION 6

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects. How should a project manager solve this issue?

- A. Propose implementing a new project management information system (PMIS).
- B. Request a meeting with senior management to escalate the situation.

- C. Promote adoption of the communications management plan with the project team.
- D. Host a team-building event to develop team cohesion and improve communication

Correct Answer: C

QUESTION 7

During the implementation phase of a construction project, a key supplier went bankrupt and cannot supply the contracted material. This issue could affect the project schedule. What should the project manager do first?

- A. Update the issue log and act to minimize the impact
- B. Update the schedule to include the delay
- C. Add the risk and the delay to the risk register
- D. Escalate to the management team for delay approval

Correct Answer: A

QUESTION 8

At the end of planning a new project, the project manager needs to schedule the kick-off meeting but is having difficulty finding a common time slot when all necessary stakeholders can be available onsite. How should the project manager proceed to schedule the kick-off meeting?

- A. Email all stakeholders with the objectives of the project and ask for feedback.
- B. Wait for a date when all required attendees can be available onsite.
- C. Run separate meetings to accommodate everyone's schedule.
- D. Schedule a virtual meeting so onsite and remote stakeholders can attend at the same time.

Correct Answer: D

QUESTION 9

A project manager has experience working with a specific provider that has been requested for an upcoming project. This provider often fails to meet deliverable dates; however, it is the only company with the specific experience required for the project.

What should the project manager do during the planning phase?

- A. Hire resources to obtain knowledge about the provider's specific capabilities.

- B. Add penalty clauses to the contract and update the risk register.
- C. Encourage the provider to work overtime with no additional costs to the project.
- D. Contract another provider with less experience and give them a chance to provide the deliverables.

Correct Answer: B

QUESTION 10

A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

How should the project manager inform the stakeholders of the project's progress?

- A. Report that the project has not fulfilled all the expected functionalities.
- B. Complete the outstanding functionalities before informing the sponsor of the project progress.
- C. Communicate the benefit expectations and the action plan for the pending functionalities.
- D. Send an email with the monthly project progress to all relevant stakeholders.

Correct Answer: C

QUESTION 11

In a newly formed project team one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team. What should the project manager do?

- A. Ask the team member to enter this potential schedule delay in the risk register.
- B. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges
- C. Actively listen to the team member and identify ways to support their needs in completing the tasks.
- D. Set up team-building activities with the project team members to reduce tension

Correct Answer: C

QUESTION 12

A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused 10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be

the winner.

What should the project manager do first?

- A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.
- B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.
- C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.
- D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

Correct Answer: C