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NEW QUESTION: 1

Due to stakeholders' schedule commitments an expansion project is being fast tracked Some construct/on activities must be initiated before an basic scope specifications are completely developed What type of construction contract should the procurement manager negotiate?

- A. Firm fixed price (FFP)
- B. Cost plus incentive tee (CPIF)
- C. Cost plus fixed fee (CPFF)
- D. Fixed price incentive fee (FPIF)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

Your project team has just received the sponsor's approval of the scope statement. What is the next step?

- A. Develop the product description
- B. Create the network diagram.
- C. Create the network diagram.
Create the network diagram.
- D. Subdividing project deliverables and project work into smaller, more manageable components.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 3

You are a project manager working on a software development project. Your Senior Manager has asked you to begin identifying risks and to use an information gathering technique. Which one of the following risk identification approaches is a data analysis technique?

- A. Brainstorming
- B. Interviews
- C. Checklists Checklists

D. Root cause analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 4

A project team is staffed with experienced subject matter experts (SMEs). The project is going well and there are no known quality issues. Team members believe that the quality control process is unnecessary for this project.

What should the project manager do?

- A. Create a cause-and-effect diagram to quantify impacts
- B. Remove the process from the quality management plan
- C. Create a team culture that is committed to quality
- D. Review the risk management plan to update risks.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 5

A product is completed according to the project management plan, and team members are released to their functional areas. Upon receipt of the deliverables, a stakeholder realizes that the product cannot be accepted until a new set of requirements are included.

What should the project manager do next?

- A. Revise the stakeholder engagement plan
- B. Conduct the Perform Integrated Change Control process.
- C. Review the work breakdown structure (WBS) with the stakeholder.
- D. Update the scope management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 6

During a project update meeting, one of the key stakeholders expressed his displeasure over the project management approach. One of the key deliverables had major defects which required a rework. You took responsibility for searching out the facts of this problem and created a change request to resolve the issue. Which of the following must you do to bring anticipated future project outcomes back into alignment with the project management plan?

- A. You should recommend a corrective action.
- B. You should recommend a change request, which is an output of the Monitor and Control Project Work process, to get the project performance back in alignment with the project management plan.
- C. You need to develop a risk response plan to deal with the impacts of these defects.
- D. You should recommend a preventive action.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

You are the project manager for a factory construction project. You are annoyed with one of the sub tractors how is working in your project, because of this constant disagreements. You asked him to stop arguing and do the work the way in which want it to be done. The conflict handling approach you are following is:

- A. Direct/Force
- B. Smoothing
- C. Withdrawal
- D. Configuration

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 8

You are using tools and techniques of the Collect Requirements process. You are visually depicting the business processes while managing stakeholder needs and requirements to meet project objectives, after collecting their requirements. What will you do next?

- A. Create WBS Create WBS
- B. Validate scope
- C. Control scope
- D. Define scope

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

During a stakeholder meeting, the project manager receives requests from some stakeholders to add work to the project scope Protect documents include a letter from the sponsor prohibiting these requests from being implemented.

What should the project manager do?

- A. Notify the sponsor about the stakeholders* requests
- B. Advise team members to execute the work
- C. Add the work if it can be accommodated by the project budget
- D. Inform the stakeholders that the requested work cannot be added

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

During project execution, the marketing manager states that they do not know the timeframe for the product launch A review of the communications management plan shows that the marketing department was not included as a concerned party What should the project manager have done to prevent this?

- A. Evaluated the organizational policy
- B. Examined the resource management plan
- C. Reviewed the communications management plan
- D. Conducted a stakeholder analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

The procurement department submits a request for proposal (RFP) to potential vendor to execute a project. After the bidder conferences, the project manager receives an email from vendor A requesting clarification of the RFP.

What should the project manager do next.

- A. Email all the vendors with the clarification
- B. Email vendor A with the clarification
- C. Obtain management's approval before sending the information.
- D. the RFP with the clarification and resend it to all the vendors.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

You are the project manager for a construction project. The project is currently in the implementation phase. You would like to know more about the project key deliverables, constraints, and assumptions. Which of the following documents would be most useful for this purpose?

- A. Scope Management Plan
- B. Project scope statement
- C. Requirements documentation
- D. Project Management Plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

During a project demonstration, a team member provides sample test data to the client without consulting the project manager. This delays the project.

What should the project manager do to avoid this in the future

- A. Ask the client to refuse test data provided directly by team members
- B. Allow the client to use any provided sample data to the baseline the project periodically
- C. Document this in the lessons learned repository, and share it with the team
- D. Remove the team member from the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 14

Prior to project closure, a few stakeholders ask questions and express some concerns about the project results. What should the project manager do to address the stakeholders questions and concerns?

- A. Refer the stakeholders to the quality management plan
- B. Document them in the issue log
- C. Inform the project sponsor
- D. Meet with the stakeholders

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

Who is the person responsible for making changes in the Project Charter?

- A. The project Sponsor
- B. The project team
- C. The project manager
- D. The functional manager

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 16

The purpose of the project charter is:

- A. To recognize the existence of the project, and commit organizational resources to the project-
- B. To recognize and acknowledge the project sponsor.
- C. To describe the selection method used to choose the project
- D. To acknowledge the existence of the project team, project manager, and project sponsor.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 17

A project manager receives a request for proposal (RFP) and must respond to the estimation section. The project manager is concerned to Insufficient information is available to do the estimate.

What method of estimation Should the project manager use?

- A. Capital cost
- B. Rough order of magnitude (ROM)
- C. Definitive
- D. Parametric

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

How can a project manager of a new technology protect validate that the design meets the customer's needs?

- A. Construct a prototype

- B. Deliver a proof of concept (POC)
- C. Build a context diagram
- D. Perform benchmarking

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 19

Faulty vendor supplied parts must be returned and reordered,. Based on previous experience with this vendor, the project team has already identified this as a risk?

What should the project manager do to record this?

- A. Issue a change request to implement the configuration plan.
- B. Update the quality checklist.
- C. Update the risk register.
- D. Revise the vendor's contract

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 20

You are managing a social health insurance project. You are in the testing phase of the project, and the customer has requested additional requirements. A change request has been initiated. What should you do first regarding this request?

- A. Meet with your management to discuss the potential change
- B. Evaluate the change request
- C. Document the change request and submit it for review by the change control board.
- D. Meet with the project sponsor to discuss the potential change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 21

Based on your success on previous projects, you have been asked to manage a project for a different department in your organization. This department has documented processes for most of their work. You realize that you will need to tailor many of their standard processes so that they will make sense for your new project. Which organizational process asset will probably help you the most?

- A. Infrastructure
- B. Project plan templates
- C. Change management plan
- D. Project management information system (PMIS)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 22

An asphalt company is demanding a code change to a software module your team is implementing to generate Safety Data Sheets for them. The change will add only one week to the critical path. As the project manager, what is your next step?

- A. Modify the project's scope
- B. Compress the schedule to make up the week lost
- C. Issue a change request
- D. Advise the client of the change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

Your project's primary constraint is quality. To make certain the project team members don't feel too pressed for time and to avoid schedule risk, which of the following tools does not take into consideration risks when estimating the duration of project activities?

- A. Triangular
- B. Beta
- C. Bottom-up estimating
- D. Analogous estimating

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 24

An impact assessment reveals that a deliverable could be delayed by two weeks. A key resource has not been available to work on a non-critical activity due to other priorities. This could cause work overload on the remaining resources.

Since cost is a major constraint for this project, what should the project manager do immediately? Determine if the task has available float to meet the project end date.

- A. Consult the team and reduce the scope.
- B. Consult the team and reduce the scope
- C. Change the resource calendar to avoid major delays
- D. Hire a temporary resource to do the job.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 25

During a project's initial stage, a project manager is trying to identify risks. To garner a more comprehensive list of risks, what should the project manager do?

- A. Perform a Monte Carlo analysis
- B. Hold a brainstorming session
- C. Check the risk register
- D. Conduct a risk analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

A project manager is asked to estimate a project using a firm fixed-price (FFP) contract. What estimating technique should be used?

- A. Three-point

- B. Analogous
- C. Parametric
- D. Bottom-up

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 27

If an agile approach is used, which of the following techniques is used for breaking up an epic into user stories?

- A. Decomposition
- B. Product breakdown
- C. Product analysis
- D. Expert Judgment

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 28

ZULFI is a project manager who manages equipment installations in an automobile manufacturing project. Early in the planning process, top management has asked him to generate ideas for improvement and to provide a basis by which to measure performance. Adel is most likely to use:

- A. Pareto charts
- B. Control charts
- C. Bench-marking
- D. Scatter diagrams

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 29

To increase the likelihood of project success, project manager A interviews project manager O, who completed a similar project. However, project manager B is unable to recall the details. What should project manager A do now to obtain this information?

- A. Review the previous project's project management information system (PMIS)
- B. Speak with project manager B's sponsor
- C. Review the previous project's lessons learned
- D. Conduct a review of the previous project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 30

A vendor delivers an important component that fails to meet quality requirements. The vendor only agrees to finally only egress compensate for a part the delay caused by repairing the components. What should the project manager do?

- A. Refer to the procurement management plan, and request compensation from the vendor in line with the contract.

- B. Revise the quickly management plan to address how poor quality should be compensated.
- C. Modify the risk management plan to include necessary decision on the quality management approach.
- D. Ask the response to approve additional funds to obtain the component more quickly from another vendor.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 31

After contract sign-off, a project manager learns that the vendor has a reputation of not delivering according to the contract. To ensure the vendor's compliance, what should the project manager do?

- A. Insist on a firm fixed price (FFP) contract with the vendor
- B. Perform period inspections of the vendor's work and progress.
- C. Conduct a make-or-buy analysis to verify vendor reliability.
- D. Cancel the current contract and select another vendor.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 32

Who is the Key Person in the kick-off meeting?

- A. The Project manager
- B. The project team
- C. The customer
- D. The project sponsor

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 33

Which conflict resolution technique offers project managers the least positive option for resolution

- A. Smooth/accommodate
- B. Compromise/reconcile
- C. Force/direct
- D. Collaborate/problem solve

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 34

A project manager for a large, complex project learns that numerous stakeholders will be allocated by the project. The stakeholders are from various parts of the organization and are at different levels within the hierarchy. The project manager knows it is important to maintain good relations with the stakeholders, but with so many, the task seems difficult.

What should the project manager do to gain the most support from stakeholders?

- A. Increase engagement based on each stakeholder's level of influence and potential project impact
- B. Engagement with stakeholders at the highest level of the organization and ask that they show support to the others.
- C. Ask the project sponsor for help with stakeholder engagement.
- D. Ensure that they all feel equally important to the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 35

The communication technology being applied in a project was tested in simulated environments but never in actual projects. This lack experience with the technology must be addressed in detail.

Which of the following strategies should be used in the project's planning process?

- A. Exploit the threat by using an alternative technology.
- B. Update the project scope if the project grows more complex
- C. Mitigate the risk by conducting a pilot
- D. Provide a status update to senior management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

A project management office (PMO) asks a project manager to calculate a project's contingency reserves. What should the project manager do?

- A. Review the risk management plan.
- B. Add a percentage to cost based previous experience.
- C. Check the total cost and add a reserve to cover quality issues.
- D. Ask the PMO to increase the budget according to company policies.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

You are managing a critical project with virtual teams located in eight countries. Virtual teams that work on the same project but are not collocated at the same site. Managing virtual teams has unique advantages, such as being able to use special expertise on a project team even when the expert is not in the same geographic area. All of the team members globally communicate using email. What kind of communication method is this?

- A. Interactive communication

- B. Push communication
- C. Pull communication
- D. Vertical communication

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

A project manager has invited key stakeholders and team members to the first project meeting. The agenda of the meeting is to announce the start of the project, outline the project goals and objectives, key milestones, and other relevant information to inform and engage stakeholders and gain commitment. This meeting is called:

- A. Project kick-off meeting
- B. Charter closure meeting
- C. Project party meeting
- D. Project Status meeting

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 39

During the execution of a US\$20 million project in a balanced matrix structure, a subject matter expert (SME) is pulled by the department manager. What should the project manager do to complete the project on time?

- A. Negotiate with the department manager for a replacement
- B. Refer the issue to the project management office (PMO).
- C. Escalate the issue to the department manager's line manager
- D. Update the resource management plan.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 40

Which of the following is a tool and technique of the Determine Budget Process?

- A. Analogous estimating
- B. Meetings
- C. Project management information system
- D. Funding limit reconciliation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 41

A project manager performs an audit of a subcontracted supplier to determine if scope, quality, and time requirements are being met. What process is the project manager using.

- A. Control Procurements
- B. Conduct Procurements
- C. Procurement strategy
- D. Plan Procurement Management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 42

The process of tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan is:

- A. Monitor and control the project work
- B. Manage stakeholders
- C. Direct and manage project work
- D. Develop project management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 43

You are managing a complex construction project for your organization. As part of your Resource Management Plan, you are creating a bar chart illustrating the amount of time that a resource is scheduled to work over a period of time. This chart is also known as:

- A. Resource breakdown structure
- B. Control chart
- C. Resource calendar
- D. Resource histogram

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

As part of the Risk Response planning for your project, you are trying to come up with a strategy to deal with negative risks or threats. In order to eliminate the impact of a particular risk, you relax the objective that is in jeopardy by extending the project schedule. This is an example of:

- A. Postponement
- B. Transference
- C. Avoidance
- D. Mitigation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 45

A change has occurred in your project. You've documented the change, filled out a change request, and submitted that request to the change control board (CCB). However, the change request has been rejected by the change control board. What's the NEXT thing that must happen on the project?

- A. Update the issue log
- B. Update the change management plan.
- C. Update change log.
- D. Update the project Management plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 46

You are in the final phase of a low-cost car manufacturing project. This project has successfully delivered a low-cost car that runs on batteries. Now, you are in the Close Project or Phase process and have reviewed the contracting documents to identify lessons learned. What is the name of the tool and technique you will use to perform this function?

- A. Trend analysis.
- B. Procurement audits
- C. Performance reviews
- D. Document analysis

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 47

You are a Project Manager working on a project to create high-efficiency electric motors for a company introducing a new car. Half the project work has been completed. You are currently reviewing your stakeholder engagement plan. You found that some of the resisting stakeholders have now become supportive. As the Project Manager, you should now update which of the following documents first?

- A. Stakeholder engagement plan
- B. Project Management Plan
- C. Change Management Plan
- D. Communications Management Plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 48

An international project team consists of local and overseas team members. The local team is responsible for integrating the project's work outputs. During the first integration phase, the need for a pre-validation of work outputs is identified, which will impact the project's cost and schedule. What should the project manager do next?

- A. Perform a root cause analysis of the work outputs
- B. Update the work breakdown structure (WBS) to include the pre-validation activities.
- C. Update the responsibility assignment matrix (RAM)

D. Issue a change request to update the project management plan.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 49

Your project team has identified several potential risks on your current project that could have a significant impact if they occurred. The team decides to use a diagram to determine which risks have the most potential impact on the project- A diagram helps to compare the relative importance of variables that have a high degree of uncertainty for those that are more stable. What type of diagram will the team use to display this information?

- A. Tornado diagram
- B. Process flowchart
- C. Influence diagram
- D. An assessment diagram

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 50

Due to a lack of experience, a team is unable to commit to meeting the approaching data for milestone. What should the project manager do to milestone data?

- A. Send team members to training.
- B. Approach team members' functional managers to arrange for training.
- C. Ask the client if the milestone data can be changes.
- D. Request addition resources.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 51

A project manager is helping to draft a project because of their relevant experience working on similar projects. What organizational process asset manager reference?

- A. Relevant legal and regulatory frameworks
- B. Project plan from an external organization working in a similar field
- C. Project team feedback from the lessons learned repository
- D. Facilitation skills from in-house subject matter experts (SEMs)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 52

A project manager receives an approved request related to a project's governance framework. What should the project manager do to implement this change?

- A. Submit the change request to the project steering committee for approval
- B. Put me project on hold until the impact of the change can be assessed
- C. Revisit the plan project process and update all planning documents affected by the change.
- D. Re-estimate the durations of project activities affected by the change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 53

Based on the following table, as a project manager, which risk are you going to tell the project stakeholders is the greatest and, therefore, the biggest concern of the team right now?

- A. Risk D
- B. Risk A
- C. Risk B
- D. Risk C

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 54

A project is behind schedule and over budget. As a result of increased stakeholder pressure, the project team has been placed under serious duress. This causes a conflict between the quality and product managers, with each blaming the other for the delays and cost overruns.

What should the project manager do?

- A. Meet with the managers' supervisors to discuss possible actions
- B. Meet with both managers, and ask them to immediately end the conflict to avoid negatively impacting the project
- C. Refer to the team charter for guidelines on how to deal with this conflict
- D. Discuss the situation with the stakeholders, and follow their suggestions for dealing with the conflict.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 55

A Strike at a contracted production plant affects the delivery of a project's major deliverable and impacts project objectives. To What should the project manager refer to address this issue?

- A. Risk response plan
- B. Standardized bid documents
- C. Managing multiple suppliers documents
- D. Procurement statement of work (SWO)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 56

Company A hires a project for Company B's new project. What document does the project manager need from company B to develop the period charter.

- A. Work breakdown structure (WBS)
- B. Project management plan
- C. Scope statement
- D. Statement of work (SOW)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

An approved change request will require the modification of associated documents, deliveries, and the project baseline. What documents should the project manager update?

- A. Statement of work (SOW)
- B. Change management plan
- C. Project management plan
- D. Project charter

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 58

You are a Project Manager, and you want your team to use (WBS) in cost estimation developed for your project. Which techniques are you most likely to use?

- A. Analogous estimating
- B. Numerical estimating
- C. Expert Judgment
- D. Bottom up estimating

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 59

During planning, a project team documented the possibility that new hardware could arrive up to 45 days late and delay the project's delivery date. One month into the project, the manufacturer notifies the project manager that the hardware will be shipped 20 days sooner than anticipated. What should the project manager do next?

- A. Issue a change request
- B. Update the risk register
- C. Adjust the procurement statement of work (SOW)
- D. Modify the budget.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 60

Midway through a project's execution phase, the client asks to add new product features. What should the project manager do first?

- A. Assess the impact of the request on the overall project management plan
- B. Reject the request
- C. Obtain scope-change approval from the change control board (CCB)
- D. Review the project scope with project team members and the client.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 61

The project manager is about to finalize the project management plan when they discover a mistake. The team meets and identifies that the mistake will not have a high impact on the project.

What should the project manager do?

- A. Escalate the situation to the project management office (PMO) for review.
- B. Correct the mistake, and submit the plan for approval.
- C. Inform management, and allow them to decide next steps.
- D. Wait for plan approval, and then submit a change request.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 62

A project team has a dedicated scoping phase for their project where all subject matter experts are meeting together with a trained facilitator. They have interviewed each person in the room to gather ideas for functionality and are now voting on them to put them in order, ranking the most useful ideas so they can be taken up for further brainstorming. The group's activities are an example of:

- A. The Majority technique
- B. The nominal group technique.
- C. Focus group
- D. Brainstorming

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 63

A schedule has two tasks that cannot be started at the same time. Task 1 can only be started 3 days after Task 2 has started. How can these tasks be scheduled in a scheduling tool?

- A. Start-to-Finish relationship between the activities, with a 3-days lead on Activity B.
- B. Start-to-Start relationship between the activities, with a 3-days ^ lag on Activity B.
- C. Start-to-Start relationship between the activities, with a 3-days lead on Activity B.
- D. Start-to-Finish relationship between the activities, with a 3-days lag on Activity B.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 64

A geographically dispersed team is executing a project. A team member begins to execute a task necessary to meet a critical milestone on the same day, but discovers that the predecessor task has not yet been completed. The owner of the predecessor task is located in a time zone where the working day has not yet started. Waiting would cause to miss the milestone.

What should the project manager have done to prevent this situation?

- A. Hired an additional team member located in a time zone that would help bridge the gap.
- B. Selected team members from areas where the time zone differences were not so extreme.
- C. Let the owner of the predecessor task know the day before that the work needed to be completed.
- D. Consider the different time zones when making the project management plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 65

A stakeholder in project A mentions the possibility that project B will go live before project A's execution phase. The deliverable for project B will significantly reduce the network required for project A. What should the project manager do with this information?

- A. Request project B's critical path
- B. Log this information in the risk register as an opportunity
- C. Capture this information in the risk register as a threat
- D. Modify project A's scope

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 66

You have outsourced programming to a company in another country and structural engineering to a company in a different country. The project does not have the budget to bring all the teams together, so you must rely on email, fax, videoconference, and chat to work together. This is an example of:

- A. Global Team
- B. Virtual Team
- C. Cross Functional Global Team
- D. Diverse Team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 67

A multinational company with a cross-border project wants to implement new software that will impact several departments. The project manager needs to guarantee alignment of stakeholder expectations with the final product. What should the project team develop?

- A. Risk breakdown structure (RBS)
- B. Project statement of work (SOW)
- C. Stakeholders engagement assessment
- D. Stakeholder engagement plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 68

A stakeholder requests a change to the project. The project manager wants to avoid wasting the time of the change control board (CCB) and decides to approve the change themselves.

What should the project manager do to make sure they can approve a change?

- A. Request that all stakeholders vote before making a decision
- B. Obtain the customer's approval before implementation.
- C. Review the change with all stakeholders
- D. Verify that the change does not affect the project baseline

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 69

You are the project manager of the CFC project for your organization where your team members are conducting a meeting to evaluate the effectiveness of the risk management process, and how the risk management plan and the risk response plan are working as the project progresses and also whether the risks which were identified and prioritized are actually occurring. You do this as a part of which of the following?

- A. Risk audit Risk re-assessment
- B. Variance and trend analysis
- C. Process Improvement Plan
- D. Risk re-assessment

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 70

After your last status meeting, your customer has come to you with a change request. What should you do first?

- A. Make the change since it is the customer making the request-
- B. Meet with the project sponsor
- C. Evaluate the change request
- D. Meet with your management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 71

A project manager and project team identify that the number of defects can be reduced by focusing on specific modules. They investigated and prioritized the area with the most defects and reduced them.

What did the project manager and team use?

- A. Pareto diagram
- B. Cause-and-effect diagram
- C. Control chart

D. Scatter diagram

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 72

As a project manager of a construction project, the project is currently in the execution phase. During a project update meeting for the key stakeholders, if the project sponsor informed you that the project no longer has any business value, what should you do next?

- A. Review the business case.
- B. Immediately terminate the project, since the project no longer makes any business value.
- C. Request the project customer to intervene.
- D. Request the project sponsor to provide more details.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 73

The project manager has just received a change request from the customer. The project manager realizes that if approved, this change will increase the project cost by \$30,000. What should the project manager do next?

- A. Make the change as soon as possible
- B. Evaluate the impact of the change on project time, cost and quality
- C. Get the change approved internally first-
- D. Reject the change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 74

A project's original budget at completion (BAC) was calculated as US\$100,000, but the estimate at completion (EAC) is US\$120,000 if the schedule performance index (SPI) is equal to 1, what is the cost performance index (CPI)?

- A. Equal to 1.2
- B. Greater than 1
- C. Equal to 1
- D. Less than 1

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 75

During a project review meeting, stakeholders disagree on the project deliverables outlined in the acceptance criteria. According to one stakeholder, the project fails to deliver what they understood the acceptance criteria stated it would deliver.

What should the project manager have done to ensure that all project stakeholders understood the acceptance criteria?

- A. Reviewed project deliverables with all stakeholders
- B. Conducted a stakeholder workshop to define and agree on measurable project deliverables.

- C. Met with all stakeholders and team members to update the project management plan
- D. Evaluated the protect management plan with all stakeholders

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 76

During a project's execution phase, the project manager notices that internal email communications have been copied to external clients. What should the project manager do first?

- A. Advise the learn that internal emails should not be shared
- B. Review the stakeholder engagement plan
- C. Review the communications management plan
- D. Tell the events to disregard the emails

Answer: B,C ([LEAVE A REPLY](#))

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NEW QUESTION: 77

A project's key stakeholder resigns and a new one is selected. What should the project manager do first?

- A. Ask the new stakeholder to create a new project scope and requirements
- B. Meet with the new stakeholder to verify their alignment with the project
- C. Inform all stakeholders about project progress and the addition of the new stakeholder.
- D. Verify with the project sponsor that the current requirements and scope are still applicable

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 78

You are assigned to replace a project manager on a large software project for a telecommunications company in the middle of executing the work. Portions of the software are being supplied by subcontractors working at your company's offices. You would like to know what performance metrics are going to be tracked for these contract workers. Where could you find such information?

- A. Stakeholder management plan updates
- B. Benefits management plan.
- C. Business case
- D. Stakeholder Register

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 79

Based on the project scheduled, how much float is there for activity number 4?

- A. 0 days
- B. 4 days

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 80

A security team notifies a project manager of a change in security procedures. The project manager uses the change control process to update the project management plan. After seeing the change, a stakeholder complains that it was unnecessary because the project is almost complete. What should the project manager do?

- A. Ignore the stakeholder's concern and follow the new security procedures.
- B. Convince the stakeholder of the benefits resulting from the change
- C. Create a change request to reverse the change until a consensus is reached.
- D. Add a risk to the risk register to track the impact of stakeholder disagreement

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 81

A project manager is working on a critical project for the company. Expert team members indicate that they are also assigned to work on other initiatives and can no longer devote any time to their assignment activities?

What should the project manager do first to resolve this issue/

- A. Speak to the functional manager and determine alternatives to address these activities
- B. Implement the change control process and reduce the project scope to include less deliverables
- C. Evaluate the impact and use optimization techniques to compensate for the delays.
- D. Escalate the problem to the sponsor who can assign staff to work on the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 82

Two years back, your organization awarded a fixed price contract to a reputable local contractor to construct a new airport terminal in your city. During the execution of the project, some disputes arose over the scope and quality of the work. You have negotiated with the contractor to solve the problem. However, the problem has not been resolved. Which of the following methods should be your first course of action to resolve this issue?

- A. Alternative dispute resolution (ADR)
- B. Claims court
- C. Appeals court
- D. Negotiation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 83

A project manager is encountering numerous problems on his project. He wants to identify the root causes of the problems, so that he can focus his attention on those causes. Which of the following tools should he use?

- A. Process Decision Program Charts (PDPCs)
- B. Cause-and-effect diagrams
- C. Control chart
- D. Histograms

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 84

A client adds a new feature and requests a budget update the development of this feature cannot extend the project schedule for more than one month The client has already agreed to a cost per hour What should the project manager do next?

- A. Estimate the required number of additional project resources
- B. Review the responsibility assignment matrix (RAM)
- C. Calculate project performance using the earned value management (EVM) method
- D. Update the resource management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 85

You are managing a design project that would provide design drawings to your customer. The requirements of this project were not clearly defined in the beginning, and there would need to be many changes based on customer feedback as the project evolves. You elaborate the work of the project to the level of detail you know at the time. Which of the following techniques would be the most helpful while defining activities for the project?

- A. Rolling wave planning
- B. Decomposition
- C. Just in time
- D. Extreme programming

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 86

You are a Project Manager hired by a construction company, and the sponsor is developing a document which authorizes the project manager. Which is this document?

- A. Project file
- B. Project baseline
- C. Project Management Plan
- D. Project charter

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 87

Two team managers argue about who will perform and report the status of a particular task. What source may be consulted to help resolve this?

- A. Team members' functional managers
- B. Work breakdown structure (WBS)
- C. Responsible, accountable, consult, and inform (RACI) matrix
- D. Project sponsor

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 88

A project team is reviewing the control chart to confirm that deliverables are within control limits. To guarantee report delivery timeliness, what should the project manager focus on managing?

- A. Communication
- B. Time
- C. Quality
- D. Schedule

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 89

During your project meeting, a problem was discussed with one of the key stakeholders, and a resolution to the problem was reached. Sometime after the meeting, you received an email from him saying that he had changed his mind about the solution that was reached and needed to resurface the problem. The solution reached during the initial project meeting is a result of which of the following conflict resolution techniques?

- A. Withdraw/Avoid
- B. Force/Direct
- C. Smooth/Accommodate
- D. Compromise/Reconcile

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 90

A project manager receives a complaint from a stakeholder that they have not received formal updates on key project milestones.

What should the project manager do?

- A. Escalate the issue to the project sponsor
- B. Send a project report to the stakeholder and update the change management plan accordingly.
- C. Update the risk register and note this as an assumption made.
- D. Consult the communications management plan to determine if this stakeholder is required to be updated, then act accordingly

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 91

A project team must implement a solution to replace a company's legacy system by adding new modules to newly deployed software. A Stakeholder recommends another product that has better functionality than the deployed software.

What should the project manager do to resolve this?

- A.** Review lessons learned from previous projects to determine better stakeholder Engagement guidelines
- B.** Ask vendors to provide quotes for both implementations.
- C.** Create a project charter to document ideas and suggestions
- D.** Work with stakeholders to assess and map the key benefits and outcomes.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 92

A project manager developed a project management plan for a team composed of members based in three countries. The project manager assumed a 40 hour work week for all team members However, during project execution, the project manager teams that one country's team members work a 35-hour week Where should this information have been captured?

- A.** Organizational process assets
- B.** Response, account. consultant, and inform (RAC) chart
- C.** Legal requirements documentation
- D.** Enterprise environmental factors

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 93

A product implementation project has a baseline schedule that indicates it should be complete within 30 days using three internal resources. As it nears completion, the Project manager learns that one resource has tell the project team. The sponsor approves hring an external resource at an additional cost.

To determine it the contingency reserve will be required, what should the project manager calculate?

- A. Budget at completion (BAC)
- B. Cost variance (CV)
- C. Variance at completion (VAC)
- D. Estimate at completion (EAC)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 94

In a control chart, three measurement points in a process are below the mean and within control limits. Four measurement points are above the mean and outside the control limits.

How is this process performing?

- A. The process is writhing specification limits.
- B. The process is under the seven-point rule.
- C. The process is out of control
- D. The process is under control

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 95

A project manager retains technicians from other departments for a new project. However, the technicians complain that their existing workloads are seriously affecting the new project's progress. The project manager has the right to arrange for the technicians to make completion of the new project a priority. What type of organizational structure does this describe?

- A. Functional
- B. Strong matrix
- C. Balanced matrix
- D. Weak matrix

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 96

Which of the following is a tool or technique used in the Manage Quality Process?

- A. Expert judgment
- B. Meetings
- C. Control chart
- D. Audits

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 97

During a project review meeting, the project manager observes that one team member performed tasks beyond the scope of work the project manager do?

- A. Review the impact on the baseline and initiate change control procedures.
- B. Crash the project to accommodate the additional scope that was performed.
- C. Inform the client of additional cost implication due to the extra work completed

D. Advise the team member to keep all work within project scope.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 98

After receiving the approved project charter, a stakeholder raise concerns about the projects expected key deliverables. What should the project manager do?

A. Enter the stakeholder's concerns in the issue log then meet with them to clarify their expectation.

B. Perform a stakeholder analysis.

C. Capture the stakeholder's concerns and request reapproval of the project charter.

D. Develop the project management plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 99

A project manager presents the project scope and durables to stakeholders. Two stakeholders degree about the What Should the project manager do?

A. Brainstorm with the stakeholders to clarify requirements

B. Update the stakeholder engagement plan to document the concerns.

C. Create a project chatter to obtain strategic alignment between the two stakeholders

D. Accommodate the preset scope requirements of the more senior stakeholder.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 100

The preferred method to settle claims and disputes in the project is:

A. Arbitration

B. Mediation

C. Litigation

D. Negotiation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 101

A project sponsor is unhappy with initial project deliverables A quality audit reveals that the quality management plan is misaligned win organizational standards What should the project manager do?

A. Note this in the lessons learned repository and publish a quality report

B. Add this to the assumption log and notify the sponsor

C. Add this lo the issue log and submit a change request

D. Update the ask register and perform a qualitative analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 102

A project's outcome is highly sensitive to and dependent upon financial market activity. Therefore, the company's financial advisor delivers daily exchange rate forecasts. The project's budget was planned using a conservative scenario with high exchange-rate variations. The project manager now wants to review this budget to update the probability and impact of a possible new scenario using current financial conditions. To what should the project manager refer?

- A. Risk register
- B. Stakeholder register
- C. Marketplace conditions
- D. Lessons learned

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 103

Which process tool is conflict management?

- A. Acquire project team
- B. Manage project team
- C. Plan Human Resource Management
- D. Develop project team

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 104

A supplier delivers most of a project's functional requirements, but a few minor, latent defects remain. Correction before the contracted payment can be made. Since the company's financial year end is approaching, what should the project manager do?

- A. Pay the supplier in return for a written commitment to complete the work.
- B. Reduce the contract value, and convert the outstanding amount to a service order.
- C. Claim penalties for the value of the outstanding payment.
- D. Arrange an extended financial project close until contract closure is completed.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 105

A product is completed according to the project management plan, and team members are released to their functional areas. Upon receipt of the deliverables, a stakeholder realizes that the product cannot be accepted until a new set of requirements are included.

What should the project manager do next?

- A. Review the work breakdown structure (WBS) with the stakeholder.
- B. Conduct the Perform Integrated Change Control process.
- C. Revise the stakeholder engagement plan
- D. Update the scope management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 106

The CPI= 0.7 and the SPI=1.2. How is your project doing?

- A. Behind schedule, under budget
- B. Ahead of schedule, under budget
- C. Behind schedule, over budget
- D. Ahead of schedule, over budget

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 107

After reviewing the scope the work, a project manager is concerned about the potential need for scope adjustments. What should the project manager review to address this concern?

- A. Procurement management plan
- B. Dispute resolution procedures
- C. Change management plan
- D. Detailed scope of work

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 108

After your last status meeting, your customer has come to you with a complaint in one of the deliverables that will cause the final product to be delayed. You look at his complaint and feel that it's not justifiable and that the product really does meet its requirements. What's the first thing that you do?

- A. Create a change request and submit it to the CCB.
- B. Confront the situation by making the change that needs to be made in order to satisfy the customer.
- C. Explain to the customer that the solution really is acceptable.
- D. Call a meeting with the customer to fully understand the problem before making a decision.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 109

The process that translates the quality management plan into executable quality activities that incorporate the organization's quality policies into the project is:

- A. Manage Quality

- B. Quality Metrics
- C. Control Quality
- D. Quality Management Plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 110

The two strategies that typically deal with both opportunities and threats are:

- A. Enhance, and Exploit.
- B. Escalate, and Transfer.
- C. Accept, and Escalate.
- D. Accept, and Exploit.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 111

You are managing a software development project using an agile approach. You divided the project into five iterations that are typically time-boxed to 30 days. You are estimating activity durations for the first iteration, and when taking a vote, three of your five team members hold up one finger. You spend some time understanding their concerns, make some adjustments in the iteration, and finally come to an agreement. Which of the following techniques could prove to be helpful in this context?

- A. Fist to five
- B. Unanimity
- C. Dictatorship
- D. Majority

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 112

A project manager is assigned to a project that is in progress. In which of the following documents would a new project manager find information regarding the scope baseline?

- A. Project management plan
- B. Project charter
- C. Project requirements
- D. Project scope statement

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 113

A project manager invites stakeholders to a gate review meeting. What should be done at this meeting?

- A. Ensure that the change control board (CCB) has approved the latest project changes
- B. Evaluate if the project has met its objectives and agree on phase closure
- C. Evaluate project risks and move on to the next project phase

D. Ensure that all late changes to the project have been added

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 114

A recent project took 12 months to complete; however, a new similar project is estimated to take 16 months to complete. What tool or technique should be used to match the timeline of the first project?

- A. Crashing
- B. Expert judgment
- C. Quantitative risk analysis
- D. Monte Carlo simulation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 115

A project team discovers an opportunity to enhance software without impacting the budget or schedule. The team makes the enhancement without proper documentation, which later causes production issues. What process should have been conducted to prevent this?

- A. Control Schedule
- B. Perform Integrated Change Control
- C. Perform Qualitative Risk Analysis
- D. Plan Scope Management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 116

All quality controls have passed, and a project deliverable is ready to be released to the customer. However, a change request to add new quality criteria has been approved. What should the project manager do first?

- A. Update the risk register
- B. Update the project management plan
- C. Stop the release of the deliverable to the customer
- D. Use the new quality criteria for future deliverables

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 117

A project manager obtains approval of an important deliverable. Later, while reviewing the monthly progress report, they notice that that deliverable's status has been changed back to "pending." It is discovered that a new request for approval was submitted by the client team. What should the project manager do first to avoid this problem in the future?

- A. Request that deliverable statuses are only updated according to the project team
- B. Identify this issue as a new risk and escalate it to the project sponsor
- C. Document this in the issue log and review the stakeholder engagement plan

D. Review the scope management plan and distribute it to the client team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 118

A project has been ongoing for a year. Early in the year, its schedule performance index (SPI) was 1.2, its most recent SPI is 0.7. What did the project manager use to track and communicate this information?

- A. Project management information system (PMIS)
- B. Performance reporting
- C. Project communications
- D. Variance analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 119

During a project management planning meeting two key stakeholders have conflicting interests. One requires added time to implement a new system to support the project, while the other refuses to delay the launch date due to previous time commitments.

What should the project manager do?

- A. Meet with the project sponsor.
- B. Collaborate with both stakeholders.
- C. Negotiate a delayed launch
- D. Determine how to achieve the finished system by the launch date

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 120

Which of the following stakeholder analysis techniques is recommended when you need to analyze project stakeholders based on their level of authority and the level of concern about the project's outcomes?

- A. Salience model
- B. Power/influence grid Influence/impact grid
- C. Power/interest grid
- D. Influence/impact grid

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 121

You are managing a large project team that was joined by new members. In a recent stakeholders update meeting, some serious conflicts have arisen between two key stakeholders. You have escalated these issues to the project sponsor. Where can you find details on the escalation process?

You are managing a large project team that was joined by new members. In a recent stakeholders update meeting, some serious conflicts have arisen between two key stakeholders.

You have escalated these issues to the project sponsor. Where can you find details on the escalation process?

- A. Stakeholder engagement plan
- B. Issue log
- C. Communications management plan
- D. Project Management Plan

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 122

A project is scheduled for implementation during the next three months. However, the key stakeholder wants to complete the project sooner in order to mitigate a regulatory compliance risk?

What should the project manager do?

- A. Crash the schedule
- B. Reprioritize project timelines and update the schedule.
- C. Follow the change control process.
- D. Fast track the schedule.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 123

A demanding project stakeholder insists that an additional feature be added to a project product without changing the scope, budget or schedule. The project manager allows this feature to be included since it adds great value to the end product. However, this lengthens the project schedule and increases project cost.

Which process should the project manager have following before including the additional product feature?

- A. Change management
- B. Schedule and cost management
- C. Requirements definition
- D. Product scoping

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 124

Henry is a project manager for a large project; the project sponsor has informed him that the customer intends to terminate the project in the middle of the execution process group. Which of the following will Henry do first as a Project Manager?

- A. Meet the sponsor to discuss the course of actions.
- B. Evaluate the impact of project closure.
- C. Initiate the Close Project or phase process.
- D. Share this information with all stakeholders by email

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 125

Based on the following table, what are the total float and free float for activity (H)?

- A. 3 weeks total float, 2 weeks free float.
- B. 6 weeks total float, 8 weeks free float
- C. 0 weeks total float, 8 weeks free float
- D. 0 weeks total float, 0 weeks free float.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 126

A project manager realizes that a new, major legal requirement, necessary to meet a deliverable, has not been addressed. The project manager solicits ideas from stakeholders on how to conform to the new requirements.

What technique did the project manager use?

- A. Total quality management (TQM)
- B. Kaizen
- C. Ishikawa diagram
- D. just-in-time (JIT)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 127

During project planning, a project manager meets with several departments to organization brainstorming sessions. Which process does this describes?

- A. Collect Requirements
- B. Create Requirements Documentation
- C. Define Scope
- D. Identify Stakeholders

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 128

A stakeholder identifies an issue with which the project manager disagrees. Both agree that this requires escalation. Where would the project manager find the information required to escalate the issue?

- A. Stakeholder engagement plan
- B. Communications management plan
- C. Organizational process assets
- D. Issue log

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 129

You are a project manager for a software development project. Your organization has an initiative to apply agile approach into your project. You have a new team member who is very smart, but he's not been through training on agile software, and you need to make sure everyone is up to speed. From a quality perspective, training the new team is:

- A. Appraisal cost
- B. internal failure cost
- C. External failure cost
- D. Prevention cost

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 130

While preparing a project's third progress report, the project manager identifies that the project will experience delays due to late material deliveries. The two previous project reports indicated that the project was on track. What should the project manager do next?

- A. Contact the procurement manager to expedite delivery of the material
- B. Discuss it with the project team to determine the most appropriate way to respond
- C. Escalate the issue to the project owner and request a schedule change
- D. Add it to the issue log and include it in the project report

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 131

During project closure, the project manager realizes that the issue log is incomplete. Considering the project deliverables and contractual obligations, what should the project manager do?

- A. Update and archive the issue log, and proceed with project closure
- B. Assign the issue log to the appropriate stakeholders
- C. Ask the sponsor for permission to close the project with an incomplete issue log
- D. Accept the incomplete issue log and close the project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 132

A project manager must evaluate and simulate the impact of a list of risks for a project's duration. What should the project manager do?

- A. Complete an expected monetary value (EMV) analysis.
- B. Prepare a set of contingent response strategies.
- C. Perform a schedule network analysis
- D. Conduct a what-if scenario analysis.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 133

During a project's initiation phase, the project manager reviews the business case and finds that information is incomplete. What should the project manager do?

- A. Add an information gap to the risk register
- B. Revise the business case to narrow the project scope and create the project charter
- C. Review the business case with the sponsoring organization to confirm that the project aligns with business needs
- D. Review the project statement of work (SOW) to create the project charter

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 134

The lessons learned register is used to record challenges, best practices, and other information that can be passed along to the organization and other projects to avoid repeating errors and to improve organizational and project processes and procedures. Lessons learned can be project oriented or product oriented. At the end of your project, you found your project team documents only success stories as lessons learned. Which of the following is a mistake made by your project team?

- A. The project manager must conduct a comprehensive performance review.
- B. The project team is correct and must focus only on the pros and analyze success.
- C. The project team is wrong and must focus only on the negatives and analyze failures.
- D. The project team must document the success stories and the stories of failures.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 135

This process is concerned with determining the engagement levels of the stakeholders, understanding their needs and interests, and understanding how they might impact the project or how the project may impact them:

- A. Manage Communications
- B. Control Communications
- C. Plan Stakeholder Engagement
- D. Manage Stakeholder Engagement

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 136

A large risk to a project is identified and the risk management plan is executed Upon completion of the approved actions. what should the project manager do?

- A. Revise the project schedule and the budget
- B. Identify new risks. and monitor residual risks
- C. Update the risk management plan
- D. Update the lessons learned

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 137

A project manager leaves the company and a new project manager joins the team The project team is focused on completing the work defined in the project management plan After a quick initial assessment, the project manager's primary concern is associated with risks What should the project manager do next?

- A. Perform a quantitative risk analysis
- B. Validate the risk management plan
- C. Validate the resource management plan
- D. Conduct a qualitative risk analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 138

An organization a restructuring project to align with its new strategy. During the project's initiation phase, resistance to change was flagged as a major risk.

What should the project manager do to monitor this risk?

- A. Update the issue log
- B. Manage employee relations
- C. Create a probability and impact matrix
- D. Track trigger conditions

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 139

A project manager notices that work started by the project team is misaligned with an industry regulation. The project manager recalls that this topic was previously discussed during a stakeholder a stakeholder meeting.

What should the project manager review?

- A. Project management plan
- B. Work performance data
- C. Issue log
- D. Organization process assets

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 140

An engineering is commissioning a new mine in a region with territorial disputes. If the mine is not commissioned on time, the project management company may incur enormous fines and reputational damage. The project manager completes a risk analysis and chooses to purchase insurance to cover the fines if the project experiences delays.

What type of risk response did the project manager use?

- A. Mitigate
- B. transfer
- C. Avoid
- D. Accept

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 141

A project is initiated to deliver a new version of an existing product. The customer is known for being dissatisfied with the products they receive. During the planning meeting, the customer demands that attention be paid to a critical component, as the current version is unusable.

What should the project manager do?

- A. Validate the requirements traceability matrix.
- B. Refer to the stakeholder engagement plan to understand how to interact with this customer.
- C. Document the customer's issues and fix them in the new version.
- D. Ensure that a detailed collection of requirements and delivery acceptance criteria are obtained.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 142

After a major milestone release, one of the key stakeholders is not happy and complains that their requirements are not being met. In which of the following processes should the project manager have involved them to ensure their acceptance of the project deliverables?

- A. Control Quality
- B. Develop project charter
- C. Control Scope
- D. Validate scope

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 143

A project manager creates an internet project repository available to all stakeholders. The expectation is that all updated documents will be shared via this repository.

What type of communication does this describe?

- A. Pull
- B. Network
- C. Interactive
- D. Broadcast

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 144

A project manager completes a project management plan for a global project due in 12 months. When two team members leave the project, what should the project manager do?

- A. Update the resource schedule
- B. Upload the communications management plan
- C. Review the organization chart
- D. Review the resource management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 145

A senior engineer notifies the project manager that there will be a delay in the product's development. This will now delay user acceptance testing and possibly, user training. What should the project manager use to analyze the impact on the project's completion date?

- A. Critical path method (CPM)
- B. Reserve analysis
- C. Program evaluation and review technique (PERT)
- D. What-if scenario analysis

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 146

A project manager joins a project near the end of its planning phase. The project manager learns that two new stakeholders were recently added.

What should the project manager do to ensure that the new stakeholders are fully engaged?

- A. Provide the archived project documentation to the new stakeholders and ensure they attend project meetings.
- B. Inform existing stakeholders that requirements must be updated to include those of the new stakeholders.
- C. Update the project management plan to accommodate the new stakeholders' requirements.
- D. Meet with the new stakeholders individually and as a group to gather feedback and update the requirements.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 147

A proved manager joins a protect with cross-functional stakeholders and a fixed go-live date. The project manager wants to quickly gather requirements and ensure all stakeholders are aligned so that any conflicts are flagged as easily as possible.

What should the project manager do?

- A. Send a questionnaire to all stakeholders.
- B. Use facilitation techniques with all stakeholders
- C. Set up job-shadowing sessions for all stakeholders
- D. Conduct individual interviews with each stakeholder

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 148

Quality audits are an important part of quality management because:

- A. Audits randomly audit product results to see if they are meeting quality standards.
- B. Audits allow for quantification of the risk.
- C. Audits are conducted without prior notice.
- D. Audits improve the implementation of processes to help raise team productivity.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 149

To exploit a price-volume discount, a project manager decides to procure the full amount of a required project material. Three months later the price for that material drops by 50 percent due to overproduction and changes in technology. What should the project manager have done differently?

- A. Purchased the material from two or more vendors
- B. Negotiated with the vendor to adjust the price
- C. Properly identified the risks
- D. Purchased the minimum amount of that material

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 150

The project customer requests changes on a continuous basis. The project manager implemented the change requests without documenting the change requests to satisfy the customer. The project manager realized that his project had cost overruns. What could have been done by the project manager to prevent cost overruns?

- A. By Cost Management Plan
- B. By the Project Management plan
- C. By the Change Management Plan
- D. By Time Management Plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 151

A new project manager is assigned midway through a project. After conducting a project performance review, the project manager discovers that a supplier is unable to finish the work. At this stage, switching suppliers will carry considerable risk, however, not switching will result in cost increases and schedule delays. What should the project manager do next?

- A. Ask management and the procurement department to resolve the issue
- B. Help the supplier to resolve the issue and finish the work
- C. Analyze the impact and formulate a plan
- D. Identify a new supplier as a replacement in case the issue recurs

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 152

A project manager finds that a specific work package was not delivered on time and will be delayed by an additional three weeks. The project manager worries that this might impact project completion.

What should the project manager do first?

- A. Determine if the work package is on the critical path
- B. Use schedule compression to get the project back on track.
- C. Adjust the Gantt chart for the work package
- D. Calculate the amount of free float for the work package

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 153

During an IT solution implementation project, the sponsor blames the project manager for a delay in application delivery. The project manager informs the sponsor that the delay is a result of the client's failure to provide the team with the data needed to complete the task. What should the project manager have done to avoid the sponsor's dissatisfaction?

- A. Revised work performance information particularly the sponsor's level of support
- B. Performed an alternatives analysis and adhered to all sponsor requests
- C. Updated the issue log and shared the project reports with stakeholders

D. Analyzed the impact of the issue and updated the project schedule

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 154

As a project manager for a construction project, you understand the importance of closed contracts and correspondence for future references. Which of the following can be used to manage and store records, and correspondence?

- A. Project file
- B. Lessons learned
- C. Historical Information
- D. Performance reports

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 155

You are a project manager working on a project for installing an application for a hospital management system. It is two months into the project and you have just learned that a new regulatory requirement will cause a change in a requirement that impacts scope, schedule, or budget and requires a change request- To ensure that this change is incorporated into the project management plan, what should you do next?

- A. Immediately inform all affected stakeholders of the new approach to take on the project.
- B. Analyze the impact of the new regulatory requirement on the project cost and scope.
- C. project schedule, and project plan to reflect the new requirement.
- D. Generate a change request and Perform Integrated Change Control process-

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 156

Your project is due for a financial review and you have gathered some data. Your EV is \$690, your AC is \$720 and your BAC is \$900. What is your EAC?

- A. 680.345
- B. 939.163
- C. 690.163
- D. 720.163

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 157

Mark is a project manager working on a compliance project in a banking firm. The project scheduled for completion six weeks from now. The project sponsor has told mark that if the project finished sooner, the company could receive some monetary incentives offered by the government. What would be the effect if Mark decided to fast-track the project

- A. Increase risk in the project

- B. Not affect the project risk
- C. Decrease risk in the project
- D. Cannot be determined

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 158

Stakeholders are invited to attend a kick-off meeting Some invitees decline because they feel the project has no impact on them.

What should the project manager have used to identify which stakeholders to invite?

- A. Stakeholder register from previous projects
- B. Stakeholder engagement plan
- C. Lessons learned from previous projects
- D. Power/interest grid analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 159

You are managing an advertising software project in an agile environment, your project has a high degree of uncertainty and the project scope is not fully defined. Your project sponsor contacts you and asks you to provide an estimate of the total cost of a newly approved project- He wants the estimate to be available for a meeting with project stakeholders that has been scheduled for later in the afternoon. The most appropriate estimating technique to meet this need would be:

- A. A definitive estimate
- B. A bottom-up estimate
- C. A lightweight estimate
- D. An analogous estimating

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 160

You are managing a water supply network deployment project. However, after you have worked on the project for five months and held weekly status meetings, your project sponsor is dissatisfied with the deliverables, even with a CPI of 1.0 and an SPI of 1.0. If you would like to present project reports such as Schedule Performance Index (SPI) and Cost Performance Index (CPI) to the sponsor, SPI and CPI can be considered as:

- A. Performance reports
- B. Status report Status report
- C. Earned value reports
- D. Forecasting report

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 161

An organization has contracts with an external supplier to support a critical part of a project. Senior management and the project team have differences about what deliverables the external supplier should provide.

What plan should be reviewed to eliminate these differences?

- A. Scope management plan
- B. Delivery management plan
- C. Procurement management plan
- D. Contract management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 162

A project manager and project team have successfully implemented a new product line at their company and are in the process of closing it out.

The project manager has obtained acceptance from the internal customer, conducted reviews, and documented lessons learned. What documentation should be created in order to complete the project?

- A. Cost baseline and final product
- B. Scope baseline and final product
- C. Project management plan updates and final product
- D. Final product and organizational process assets updates

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 163

A team is working on a project to address a customer's incomplete records. A list of the customer's files is created, and the team begins work. During the project, a key stakeholder asks that another small group of incomplete records be added to the list. What should the project manager do?

- A. Issue a change request, and evaluate the impact with the project team
- B. Refuse the request
- C. Make a decision based on the project sponsor's opinion
- D. Add the small group of records to the list.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 164

During a kick-off meeting, the project manager observes tense communication between two subject matter experts (SMEs). The project manager continues with the meeting and sets the expectation for the team.

What conflict management technique did the project manager use?

- A. Withdraw/avoid
- B. Force/direct
- C. Collaborate/problem solve

D. Compromise/reconcile

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 165

A project manager is performing a set of processes in the Initiating phase. He is developing a document that formally authorizes the existence of a project and provides the project manager with authority to apply organizational resources to project activities. Which of the following documents contains this information?

- A. Project Charter
- B. Strategic Plan
- C. Plan Quality Management
- D. a

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 166

A project's earned value (EV) report indicates that an activity's cost variance (CV) is -50,000 and its schedule variance (SV) is 1,000 what

- A. On schedule and within budget
- B. Behind schedule and within budget
- C. Ahead of schedule and over budget
- D. Behind schedule and over budget

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 167

A project charter is approved, and its scope is My defined To build the schedule, what input does the project manager need?

- A. Organizational breakdown structure (OBS)
- B. Project scope statement
- C. Activity list
- D. Work breakdown structure (WBS)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 168

The contract type that often spans multiple years and allows for final adjustments to the total price due to changed conditions is:

- A. Cost plus incentive fee (CP-IF)
- B. Time and materials
- C. Cost plus fixed fee (CP-FF)
- D. Fixed price with economic price adjustments (FP-EA)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 169

A project is on schedule, and deliverables are being provided on time. During a customer meeting, the client team complains that deliverables fail to meet agreed-upon expectations which is validated by the project team. What should the project manager do to prevent this in the future?

- A. Review the project management plan to ensure conformance of future deliverables
- B. Ask the project sponsor for a peer review of the deliverables, and enforce the project schedule
- C. Examine the work breakdown structure (WBS), and modify the project management plan to reflect customer expectations.
- D. Conduct a root cause analysis of the issue with the team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 170

During a progress review of a project near completion, there is an indication that a work package may require some major rework. This could affect the completion date. What should the project manager do first?

- A. Define the deliverables of the major rework
- B. Perform a qualitative risk analysis
- C. Review the risk register
- D. Escalate the issue to senior management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 171

You are the project manager for a construction company that is building a new city and county office building in your city. You have calculated earned value measurements and found that the current CPI is 1.08 and the current SPI is 0.88. You are looking for options to reduce the project schedule. You look at the network diagram and start identifying the sequence of activities which can happen in parallel. Which technique are you using?

- A. Decomposition
- B. Resource leveling
- C. Crashing
- D. Fast Tracking

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 172

Which of the following are tools and techniques of the Monitor Stakeholder Engagement process?

- A. Communication skills, Interpersonal and team skills, and Meetings.
- B. Communication method, interpersonal skills, and change log.
- C. Management skills, issue log, and expert judgment.
- D. Stakeholder analysis, Expert Judgment.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 173

Which processes are in the Initiating process group?

- A. Identify Stakeholders and develop the communication management plan.
- B. Develop Project Charter and Identify Stakeholders.
- C. Develop Project Management Plan and Identify Stakeholders.
- D. Develop Project Charter and Develop Project Management Plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 174

A project owner requests a scope change that will cost US\$10,000. While performing an assessment of the change, the project manager identifies that the change fails to add value. Still, the project owner insists that the change must be done.

What should the project manager do?

- A. Request a subject matter expert (SME) to review the request
- B. Submit a change request to the change control board (CCB)
- C. Ask the project management office (PMO) for recommendations
- D. Implement the change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 175

Midway through a project, a project manager determined the project was running far behind schedule. The Project sponsor has agreed to release five resources to work on the project to meet the completion deadline. This is an example of:

- A. Crashing
- B. Fast tracking
- C. Resource leveling
- D. Adjusting the resource calendar

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 176

A project sponsor comes to the project team with an urgent change. This change was part of the original plan, and the project team is afraid of negative impact.

What should the project manager do?

- A. Analyze the impact and then implement the change.
- B. Ask the sponsor to maintain the original plan.
- C. Submit a change request.
- D. Update the change request process.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 177

During project initiation, the project manager teams that the charter was not approved by the proper authorities. The project manager approaches their line manager about this issue, but the line manager instructs the project manager to immediately begin work on the project plan.

What should the project manager do?

- A. Escalate the matter to the project sponsor
- B. Seek advice from other project managers.
- C. Follow the line manager's instructions.
- D. Explain the implications of working without approval.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 178

A vendor has a contract to deliver products for a project on the first day of each month. An inspection reveals that some product components are not meeting design requirements. What should the project manager do next?

- A. Demand the necessary corrections from the vendor and update the progress report
- B. Conduct an audit of all deliverables, and hire another vendor
- C. Insist that the vendor make all necessary corrections, and update the risk register
- D. Request an audit of all deliverables, and apply penalties to the vendor

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 179

A project manager is reviewing work performance data in preparation for the Close Project process. The data reveals that one of the deliverables was not accepted. The estimated work required to complete acceptance of the deliverable will delay the project completion date by two months.

What should the project manager do next?

- A. Update the watch list in the risk register
- B. Issue a change request for review to the change control board (CCB)
- C. Update the schedule and perform the work
- D. Allocate the contingency reserve to procure resources needed for completion

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 180

Due to increased price volatility a vendor asks the project manager to make a price change that will affect the project contract What should the project manager do next?

- A. Submit a change request and analyze the impact
- B. Ask the change control board (CCB) for approval
- C. Evaluate the impact, then update the risk register project management plan and budget
- D. Execute the approved change

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 181

A project manager is taking over a project. The former project manager was implementing a major tax reformation. The project team has already applied the modified tax reforms into its finance applications. During the transition, the new project manager realizes that the project charter is missing.

- A. Write a project, and obtain approval by the project sponsor.
- B. Develop a project charter, and present it to the change control board (CCB)
- C. Document the missing charter as a risk.
- D. Prepare a project charter for the purpose of documentation.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 182

The total budget for a 12-month project is \$100,000. You have completed three months' worth of work and are in the 4th month of your project. The total amount spent till now is \$35,000. What is the project status?

- A. Over Budget, Behind Schedule
- B. Under Budget, Behind Schedule
- C. Over Budget, Ahead of Schedule
- D. Under Budget, Ahead of Schedule

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 183

During an ongoing project, the customer requests that new requirements be delivered without changing the schedule. What should the proved manager do next?

- A. Seek expert judgment
- B. Follow change management procedures
- C. Inform the customer about the cost impact
- D. Update the project management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 184

A prevents action is approved by the change control board (CCB). What should the project manager do next?

- A. Request the project sponsor's authorization
- B. Add a contingency reserve for the risk
- C. Implement the action
- D. Issue a change request

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 185

Mark wants to identify all possible duration and cost outcomes for his project along with the probability of occurrence of each expected duration. Outputs are generated to represent the range of possible outcomes for achieving project objectives such as project cost and duration. Which of the following techniques can be used for this purpose?

- A. Delphi technique
- B. Expert Judgment
- C. Probability and impact matrix
- D. Monte Carlo simulation

Answer: ([SHOW ANSWER](#))

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