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Question 1

A project team is executing a megaproject, and several contract requirements have been identified. In the planning phase, the project team agreed that a contract would be

required 3 months prior to the project's finish date. During project execution, it was determined that the contract was required immediately.

What should project manager do?

Options:

A- Seek management's approval for executing the contract earlier than planned.

B- Request the team to initiate a change request to execute the contract.

C- Support the team's request and allow for early contract execution.

D- Challenge the project team to identify the reasons for early contract execution.

Answer:

B

Question 2

A customer initiated a minor scope change and expects this to be completed without delays or additional costs. The project manager believes that they have adequate

authorization to make the decision themselves but is not quite sure.

What should the project manager do next?

Options:

A- Use the project contingency and implement the change without charging the customer, since the customer's satisfaction is top priority.

B- Exploit this change opportunity and calculate the cost, risk, and time, then add a reasonable margin and submit to the customer.

C- Use the Perform Integrated Change Control process and submit this to the change control board (CCB) for approval.

D- Keep the change pending and decide to take this up as part of final settlement at the end of the project.

Answer:

C

Question 3

A large multi-national company works on a project in an emerging-economy country. All business matters are conducted in local currency. During the course of the project,

the budget becomes the primary concern due to currency instability in the country.

What should the project manager do next?

Options:

A- Evaluate the situation with the team

B- Escalate the risk to the project sponsor

C- Use the project's contingency reserve

D- Ask for additional budget from the client

Answer:

C

Question 4

An agile team has sized all of the features for the release. Using the table above, how many sprints will it take to complete this release if the team is expecting to have a

velocity of 10 story points per sprint?

A 1

Options:

B- 95

C- 6

D- 4

Answer:

B

Question 5

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a

dependency missing between:

+ Test the product

+ Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

Options:

A- Finish to start

B- Start to start

C- Start to finish

Answer:

A

Question 6

A technical team for a project is managed by the lead who was recently promoted to this role. Inside the team, a mature and experienced engineer is constantly questioning the actions of the team lead and is currently ignoring part of the team lead's decisions. The team lead asks the project manager for help.

What should the project manager do?

Options:

A- Suggest to the team lead how to deal with this team member and discuss the situation with the engineer.

B- Organize a meeting with all of the project stakeholders and inform them about the new risk and its impact on the project.

C- Organize a meeting with the project team and discuss the situation and its impact on project delivery.

D- Suggest to the engineer how to work efficiently with the lead and discuss the situation with the lead's functional manager.

Answer:
C

Question 7

A project manager is leading a cross-organizational project that is replacing a platform on which various solutions used by 15 business units were built. The project is part of a large program of work, and some of the resources are shared with other projects outside of the program initiated by the respective business units.

Which stakeholders should the project manager consult with first to manage interdependencies?

Options:

A- Project sponsors

B- Other project managers

C- Business unit managers

D- Program managers

Answer:

C

Question 8

A project manager is working directly with a vice president who is also the project sponsor. The project is an organizational transformation for a company that primarily works on predictive projects. The project manager has been asked to use a hybrid approach to deliver before a defined date by using sprints.

What should the project manager do first?

Options:

A- Formalize the product owner assignment.

B- Review similar projects in the company.

C- Set the project's purpose, mission, and vision.

D- Carry out the product backlog creation.

Answer:

C

Question 9

During the development phase, a team member encounters an issue with a specific task and attempts to resolve it for the next several days. The other team members ask

the project manager to reassign the task to another team member to avoid jeopardizing the target date. The current team member assigned communicates they will feel frustrated if the task is reassigned to another team member.

How should the project manager address this situation?

Options:

A- Seek help from experts to support the team member in fixing the problem.

B- Facilitate a session to reach an agreement with the team as a whole.

C- Negotiate with the customer a delay in the project delivery.

D- Accept the team's request to reassign the team member.

Answer:

B

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