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Question 1

Question Type: MultipleChoice

The project manager just started loading a project team from which the previous project manager resigned. After a quick evaluation of the project, it is apparent that team morale is low due to continuous disagreement about how to complete tasks. Tasks are taking longer than forecasted and the project is off schedule.

What should the project manager do?

Options:

- A- Crash the project timeline to ensure the project is back on schedule.
- B- Issue a change request to extend the project schedule based on identified delays.
- C- Conduct a meeting with the project will be discuss and address the source of disagreement.
- D- Inform the stakeholders that the project will be delayed due to previous team management.

Answer:

C

Question 2

Question Type: MultipleChoice

During the sprint planning of a project, the team members have a disagreement about the comparative size of the backlog items and it they would fit into the next sprint. Considering a hybrid approach.

what should the project manager do?

Options:

- A- Remove the items from the product backlog since the size couldn't be estimated.
- B- Make the decision about the backlog items based on what makes more sense.
- C- Ask an external technical leader to provide input and plan the sprint.
- D- Facilitate the discussion so that the team members can reach a consensus.

Answer:

D

Question 3

Question Type: MultipleChoice

A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the learn members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service.

What should the project manager do next?

Options:

- A- Evaluate the impact of this decision and communicate with management.
- B- Replace some of the team members that work virtually to help the company save money.
- C- Meet with management about their decision and ask them to get another project manager.
- D- Agree with management and continue working the project management plan.

Answer:

Α

Question 4

Question Type: MultipleChoice

A project manager has noticed that a critical team member is consistently arguing with a client. This has started to have a negative effect on the meetings.

How should the project manager address this?

Options:

- A- Recommend a performance improvement plan to the project team member.
- B- Talk to the client privately lo highlight the situation.
- C- Remove the project team member from all future meetings.
- D- Explain the impact of the scenario to the project team member

Answer:

D

Question 5

Question Type: MultipleChoice

A newly commissioned project has had trouble recruiting team members because the turnover rate is high The human resource (HR) manager has conducted several exit interviews. Many learn members have expressed that the project manager has inadequate relationship management competencies. The project manager explains I hat the exiting team members were lazy.

What should the project manager do to prevent this high turnover rate from continuing?

Options:

- A- Be more involved in the team member recruitment process to ensure qualified team members are chosen.
- B- Develop relationship skills as a leader and also develop the teams' emotional intelligence skills.
- C- Avoid micromanaging the team, enforce stricter rules, and monitor employees.
- D- Explain to the recruiting manager that a project is temporary in nature, making it different than an operational environment

Answer:

В

Question 6

Question Type: MultipleChoice

A project manager is assigned to a new project team that has several stakeholders who can have significant influence over the project outcomes. The project manager categorized the stakeholders into four different groups and wants to define the communication strategy.

How should the project manager handle communication?

Options:

- **A-** Describe the four groups in the project stakeholder matrix.
- B- Develop and define a communication strategy for stakeholders.
- C- Define and direct communication to influential stakeholders.
- D- Utilize a uniform communication structure across all groups.

Answer:

В

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