Question 1

An agile team wants to maximize the work delivered for the upcoming project that involves considerable product complexity. What should the

project manager do to help improve the team's collaboration approach?

Options:

A- Meet with the human resources (HR) department to ask for team support.

B- Follow the process of the most successful team in the organization.

C- Compare the team's velocity with other teams in the organization.

D- Focus on the team's engagement during the next retrospective meeting.

Answer:

B

Question 2

An integrated project involves the interaction of both hardware and software and the sponsor has approved the schedule management plan The project team evaluated the product's feasibility of functionality and accelerated testing What should the project manager do as a servant leader?

Options:

A- Support the team as necessary to find the minimum viable product (MVP).

B- Amend the project budget to include MVP testing

C- Submit a change request to the project sponsor for accelerated testing.

D- Develop the product as per the schedule to perform integration and testing

Answer:

A

Explanation:

"Support the team through mentoring, encouragement, and support. Advocate for team members training and career development. The oxymoronic quote "We lead teams by standing behind them" speaks to the role of the leader in developing their team members. Through support, encouragement, and professional development, team members gain confidence, take on larger roles, and contribute at higher levels within their organizations. A key role of the servant leader is to nurture and grow team members through and beyond their current

roles, even if that means losing them from the team."

Question 3

A project team is performing extremely well when it comes to delivering the value-added features to the customer in each sprint. However, they are missing the

documentation portion and the project manager must find a way to make sure the documentation is kept current.

Which action should the project manager take?

Options:

A- Create a specific sprint to deliver the project documentation.

B- Assign a dedicated resource to work on the documentation during the project.

C- Make documentation a standard part of the definition of done (DoD).

D- Focus on the documentation after the features are delivered.

Question 4

A project team member was unhappy with a new change in project governance and complained to one of the project sponsors. The project sponsor challenged the project manager.

How should the project manager resolve this conflict?

Options:

A- Arrange a meeting with the project team member and project sponsor to discuss the change and obtain consensus.

B- Discuss how to manage this conflict with the project management office (PMO) and let them decide how to resolve the issue.

C- Explain to the sponsor why the change is required and get their support in forcing the project team member to accept the new change.

D- Schedule a meeting with the project team member's functional manager and request the functional manager's support.

Answer:

A

Question 5

A project manager who works for a company involved in several industries is asked

to lead a software development project for a government agency. The company attempted to

execute similar projects for other industries before but was unsuccessful.

What should the project manager do to ensure project success?

Options:

A- Document this information in the risk management plan.

B- Develop a contingency plan to prepare for possible risks.

C- Continue executing the project using expert judgment.

D- Review the lessons learned registers from the previous projects.

Answer:

D

Question 6

A project manager is working on a software development project. A team member complains that since the project tasks are very simple, there is no reason to perform quality control The project manager understands that removing the quality management plan from the project will also help to save money, which is important to the customer

What should the project manager do?

Options:

A- Register starting the project without a quality management plan as a risk, and allocate the budget savings to the management reserve

B- Develop the quality management plan, as quality is as equally important as cost and schedule management.

C- Get confirmation from management that the team member has enough experience
to build software without quality control

D- Ask the customer to order an external quality audit after accepting the project deliverable, and decrease the budget of the project

Answer:

B

Question 7

A company is engaged in a transformation journey, and the project manager for this endeavor is new to this project. During one of the project status update meetings, a key stakeholder, the project manager's functional manager, is dissatisfied with the work in progress, and points to the project manager.

What should the project manager do?

Options:

A- Schedule a one-on-one meeting with the functional manager to prove the project is on time

B- Listen carefully and show understanding of the growing needs of the functional manager.

C- Admit that the functional manager is right and promise to rectify the situation immediately.

D- Show the functional manager that the progress is on time based on the schedule.

Answer:

C

Explanation:

A project manager is managing a project for a government owned company using an iterative approach. The first useful release to production consisted of three iterations. Each iteration was

successfully checked by the client's representatives in the test environment. However, when the team started deploying to the production environment, the security team declined it.

What should the project manager have done to prevent this?

Deployed to production after the first iteration

Planned smaller iterations to review the results more often

Reviewed the compliance requirements with stakeholders

Implemented the authorization in the first iteration

The project manager should have reviewed the compliance requirements with stakeholders before starting the project, as well as during each iteration. Compliance requirements are the rules and regulations that the project must follow, such as security, health and safety, regulatory compliance, etc. By reviewing the compliance requirements with stakeholders, the project manager can ensure that the project aligns with the expectations and needs of the client, the government, and the organization. This can also help to identify and mitigate any potential threats or risks to compliance, and avoid any consequences of noncompliance, such as delays, rework, penalties, or loss of reputation.Reference:Project Management Professional (PMP) Certification | PMI,My project should be compliant - Project Management Institute,3.1. Plan and manage project compliance - KnowledgeMap

Question 8

The project manager's firm is executing a construction project. The project is stalled due to reemerging conflicts and misunderstandings among stakeholders.

What should the project manager do to ensure a smooth start and completion of the project?

Options:

A- Conduct an on-site survey, start the project to avoid any undue delays, and ensure costs are under control

B- Invite all the stakeholders to a change control board (CCB) meeting, share feedback and facts, and come to a consensus.

C- Advise the firm to cancel the project due to misunderstandings among the stakeholders and the associated risks.

D- Determine the root cause of the misunderstandings, get all parties to reach a consensus, and help to implement the outcome.

Answer:

D

Question 9

After a project has been approved, a key stakeholder tells the project manager that the current project management strategy is not well defined The project manager is also informed that the key stakeholder does not want to hold a working session

What should the project manager do first?

Options:

A- Share the project documents and invite the key stakeholder to discuss any concerns

B- Ask the project sponsor to exert authority on the key stakeholder in order to maintain the approved timeline

C- Proceed with a working session for teams that do not belong to that key stakeholder

D- Invite the key stakeholder to the project's change control board (CCB) to discuss adjustment of the project strategy

Answer:

A