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Question 1

A project manager has been assigned to deliver a challenging project on time and within budget. The project manager needs to empower the team members by removing organizational impediments and facilitating collaboration.

What should the project manager do to lead the project?

Options:

A- Use a servant leader approach.

B- Assume the functional manager role.

C- Perform the project sponsor activities.

D- Act as the project owner.

Answer:

A

Question 2

The team lead on a project has left the organization and management wants to promote engineer A to this position. The project manager is confident that selecting engineer A will add problems to the project and believes that engineer B would better fit this role. The project manager discussed all of the arguments with management but their decision remains unchanged.

What should the project manager do?

Options:

A- Help engineer A to become familiar with this new role and ensure engineer B stays motivated.

B- Promote engineer B instead since the project manager has the authority to make this decision.

C- Request management approval that engineer B will be promoted if engineer A fails in this role.

D- Coach engineer B to be prepared to perform this role if and when engineer A fails.

Answer:

A

Question 3

A project manager is assigned to work on a complex and innovative project. The technology being used and developed is new and complicated, and most of the stakeholders are unfamiliar with it.

Which approach should the project manager use as a servant leader?

Options:

A- Ask stakeholders to find and self-fund education about this new technology.

B- Allocate resources to provide training about the new technology to the stakeholders.

C- Contact the project sponsor to get those stakeholders removed from the project.

D- Escalate the issue with upper management to find a novel solution for this situation.

Answer:

B

Question 4

Question Type: MultipleChoice

In a daily standup meeting, a project manager notices that a team member's reports include incomplete tasks with no impediments. A colleague informs the project manager that this team member is experiencing a personal issue.

What should the project manager do?

Options:

A- Coach the team member on how to keep work and personal issues scjparate.

B- Ask the human resources (HR) manager to speak with this team member.

C- Reallocate this team member's tasks to others for the immediate future.

D- Understand the team member's personal issue and offer them support.

Answer:

D

Question 5

Question Type: MultipleChoice

In an agile project, the team decided to have a rotating group of facilitators for the daily scrum. Overall, most of the facilitators have grown and done well in this role; however, a few of them tend to run inefficient daily scrums.

What should the project manager do next?

Options:

A- Retrain all team members on daily scrum facilitation to ensure there is consistency in the approach.

B- Ask the facilitators who are doing well to continue and recommend that the others stop facilitating.

C- Praise the team for self-organizing and growing, then work one-on-one with the facilitators, as needed.

D- Return to using the scrum master as the facilitator for the daily scrums now that the trial period is over.

Answer:

C

Question 6

Question Type: MultipleChoice

A team has been working for some time on a project with incremental deliveries. The project manager noticed that one of the team members is less engaged in team meetings, yet delivers promptly. While discussing the source of demotivation, the team member informed the project manager that this is due to a feeling of lack of skills in dealing with new tasks.

How should the project manager address the issue?

Options:

A- Create a self-paced learning plan with the team member during working hours, with checkpoints on learning progress.

B- Review which tasks the team member would feel more motivated to work on, then assign those tasks to the team member.

C- Replace the team member with a resource from another team who already has the requisite training and skills needed.

D- Discuss growth and development needs with the team member and provide learning opportunities accordingly.

Answer:

D