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QUESTION 1

Andy is the project manager for his project. Andy and his project team are identifying stakeholders who can significantly impact the project, what the level of participation for each identified stakeholder may be, and classifying the stakeholders by common characteristics, concerns, and their perception of the project. Andy and his project team want to define an approach as a result of this information to gain support from the stakeholders for their project. What should Andy and his project team create in this scenario?

A. Stakeholder assessment information

B. Stakeholder register

C. Communications management plan

D. Stakeholder management strategy

Correct Answer: D

Andy and his project team are creating the stakeholder management strategy. The goal is to identify a method to gain support through communications for the project. The stakeholder management strategy is an approach to raise the support and decrease negative impacts of stakeholders during the complete project life cycle. It consists of the following essential elements: Key stakeholders who can significantly impact the project Level of participation in the project desired for each identified stakeholder Stakeholder groups and their management Answer option B is incorrect. The stakeholder register contains the stakeholder\\'s identification information, assessment information, and stakeholder classification, but not the management strategy. Answer option A is incorrect. Stakeholder assessment information is part of the stakeholder register. Answer option C is incorrect. The communications management plan defines how and when communication will happen.

QUESTION 2

You work as a project manager for BlueWell Inc. You are in the process of identifying all the people and organization impacted by the project. Mark, a project team member, has some doubts about the inputs of the Identify Stakeholder process. What is referred to as an input to the identify stakeholder process in project communication management?

A. Expert judgment

B. Project charter

C. Stakeholder analysis

D. Stakeholder register

Correct Answer: B

The project charter is an input to the identify stakeholder process. It provides information about the internal and external parties concerned and is affected by the project. The project charter is the document that formally authorizes a project. The project charter provides the project manager with the authority to apply organizational resources to project activities. According to PMBOK Guide, the project charter should address the following information: Requirements that satisfy customer, sponsor, and other stakeholder needs, wants and expectations Business needs, high-level project description, or product requirements that the project is undertaken to address Project purpose or justification Assigned Project Manager and authority level Summary milestone schedule Stakeholder influences Functional organizations and their participation Organizational, environmental and external assumptions Organizational, environmental and external constraints Business case justifying the project, including return on investment Summary budget If required, it also

authorizes the next project phase, and updates the charter. The project manager should always be assigned prior to the start of planning, and preferably while the project charter is being developed. Answer option A is incorrect. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards. Answer option C is incorrect. Stakeholder analysis is the identification of stakeholder needs, wants and expectations. It involves the documentation, prioritization, and quantification of the needs to help define the project scope. Stakeholders\\' interests may be positively or negatively affected by execution or completion of the project and they may also exert influence over the project and its deliverables. Answer option D is incorrect. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is

meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

QUESTION 3

You are the project manager for your organization. You have been recording the actual results of activity duration for your project. Many of the results are late and this is causing your project to be late on reaching its milestones. What tool and technique can you use as a part of controlling the schedule to help you review various scenarios to bring the schedule into alignment with the plan?

A. What-if scenario analysis

B. Root cause analysis

C. Schedule analysis

D. Resource leveling

Correct Answer: A

Of all the choices, the what-if scenario analysis allows you to determine the best approach to bring the schedule back into alignment with the project plan. What-if scenario analysis explains the analysis of the question "What if the situation represented by scenario \\'X\\' happens?". This What-If Scenario Analysis shortly named as WIS

A. A schedule network analysis is performed using the schedule to compute the different scenarios, such as extending specific engineering durations, or delaying a major component delivery. Businesses use what-if scenarios to determine the

effect different costs or investments have on profit and other financial indicators.

Answer option D is incorrect. Resource leveling can cause your project\\'s duration to increase. Answer option C is incorrect. Schedule analysis is the review of the schedule, but does not examine other possibilities for completing the project

work.

Answer option B is incorrect. Root cause analysis could help you determine the reasons why the project is running late, but it is not the best choice for this question as it is not a control schedule process tool and technique.

QUESTION 4

You work as a project manager for BlueWell Inc. You and your project team is undergoing the decision making process for the project. You want to involve key participants to gain acceptance and commitment to make the solution work. Which of the following phases of the decision- making model defines this process of work?

A. Ideas to action

B. Problem definition

C. Problem solution generation

D. Solution action planning

Correct Answer: D

The various phases of the decision making process are as follows: Problem definition: This phase explores, clarifies and defines the problem. Problem solution generation: This phase draws out the new idea generating process by brainstorming multiple solutions and rejecting premature decisions. Ideas to action: This phase defines the evaluation criteria, rate pros and cons of alternatives and helps in selecting the best solution. Solution action planning: This phase involves key participants to gain acceptance and commitment to make the solution work. Solution evaluation planning: This phase performs the post implementation analysis, evaluations and lessons learned. Evaluation of the outcome and process: This phase evaluates how well the problem was solved or project goals were achieved.

QUESTION 5

Harry works as a project manager for BlueWell Inc. A risk that has been identified and analyzed in the project planning processes is now coming into fruition. Who among the following is responsible for implementing the risk responses or contingency plan?

A. Risk owner

B. Harry

C. Project sponsor

D. Subject matter expert

Correct Answer: A

The risk owner is the individual on the project team that is closest to the risk event. The risk owner can be an individual or an organization responsible for implementing risk responses or contingency plan. The risk owner should be

empowered with the ability to respond to the risk as it was planned. Answer option B is incorrect. Harry is the project manager and likely would not be the risk owner as well. Answer option C is incorrect. The project sponsor authorizes the

project but does not participate in execution of the project.

Answer option D is incorrect. While a subject matter expert may be the risk owner on some occasions, he would not be the risk owner on every occasion.

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