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QUESTION 1

During the project planning phase, a project manager called a meeting to discuss the product backlog with multiple stakeholders who represent the end users in various capacities.

Only one executive manager attended the meeting.

What should the project manager do?

- A. Meet with each stakeholder individually to gather input to the product backlog and begin project planning.
- B. Proceed with prioritization of the product backlog based on previous lessons learned and complete the project planning phase.
- C. Reschedule the meeting to ensure the majority of stakeholders are present for the product backlog discussions.
- D. Proceed with the meeting in order to keep the project on track and start prioritizing the product backlog.

Correct Answer: A

QUESTION 2

A company must implement a new regulation. The government has specified the date when the regulation will be enforced but has only provided high-level information on the regulation's requirements. Therefore, changes in definitions are to be expected due to uncertainty.

Which life cycle should the project manager use for this project?

- A. A predictive execution strategy
- B. A hybrid execution strategy
- C. An iterative execution strategy
- D. An agile execution strategy

Correct Answer: D

QUESTION 3

A project manager is assigned to a digital transformation project for a bank. The company culture is conservative and resistant to transformation or innovation. What should the project manager do first to support the transformation?

- A. Provide a digital transformation guide and explain that the change is unavoidable
- B. Ask the bank executives to officially announce that the project manager is leading the project
- C. Provide proper training sessions to the stakeholders so they understand the purpose of the change

D. Hire an expert in digital transformation and assign that person as the champion for the change

Correct Answer: C

QUESTION 4

A project manager writes to the receiving organization to inform them that all acceptance activities are completed with success and it is time to initiate handover. The receiving manager replies that the team will not be ready for the handover procedure for another two weeks.

What should the project manager do?

- A. Deliver to the receiving manager on time, who can then make a knowledge transfer to their team.
- B. Inform the project sponsor of the two-week delay and replan activities to minimize delays.
- C. Request that the receiving manager issue a change request to prolong the project by two weeks.
- D. Issue an internal change request to secure the resources for an additional two weeks.

Correct Answer: A

QUESTION 5

In a weak matrix environment, two key team members are falling behind with their tasks, which will affect the success of the project.

Further investigation by the project manager reveals that they have unresolved issues with each other. The project manager asks them to find a way to resolve the issues, but this is unsuccessful. The project manager then holds a meeting

with them to work out a permanent solution to the issues, but this is also unsuccessful.

What should the project manager do next?

- A. Escalate the issue to a higher authority.
- B. Suspend the two key team members immediately.
- C. Put the issue on the agenda for the next team meeting.
- D. Reassign one of the key team members to a different task.

Correct Answer: D

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