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QUESTION 1

During the course of a project the project manager's immediate director is communicating directly with the client to approve changes without the project manager's knowledge. This is causing confusion in the project team where the scope is changing in the background, but only being mentioned in project meetings.

How should the project manager handle this?

- A. Communicate directly with the director and inform them of the communications management plan
- B. Communicate directly with the client stating that any scope changes must go through the project manager
- C. Review the stakeholder engagement plan and put in place any existing actions accordingly
- D. Discuss the issues with the project team and let them know that the project manager will handle scope changes

Correct Answer: A

QUESTION 2

A newly hired team member just joined the project team and reports directly to the project manager. In the first week, this new member tells the project manager that there is a task priority conflict with hard, dependent tasks on the critical path. What should the project manager do to handle the conflict?

- A. Guide the team member on how to resolve the conflict.
- B. Analyze the project schedule and look for alternatives.
- C. Perform crashing and/or fast tracking of the schedule.
- D. Meet the team member and try to plan a course of action together.

Correct Answer: D

QUESTION 3

A building management system (BMS) project is in its commissioning phase and handover to the operations team will commence soon. However, the project manager noted that both the project and operation teams are not able to properly operate the BMS. As a result, there is an increased risk of the project schedule being delayed.

What should the project manager have done to avoid this situation?

- A. Allocated a dedicated handover team at early stages of the project
- B. Allocated proper resources for training on BMS in the project plan
- C. Made some adjustments to BMS to be more suitable for the teams

D. Brought both teams together in a joint meeting to resolve the issue

Correct Answer: D

QUESTION 4

A team lead has been highly engaged and involved in a project and is operating without a chain of command or authority levels. What is the team lead doing?

- A. Modeling directive leadership
- B. Modeling commanding leadership
- C. Modeling adaptive leadership
- D. Modeling servant leadership

Correct Answer: D

QUESTION 5

A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project.

What should the project manager do next?

- A. Ask the customer to contact the activist group and let them know the project status and completion date.
- B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.
- C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.
- D. Request the project team disregard all communication from the activist group and continue with their project work.

Correct Answer: B

QUESTION 6

A project team has established contracts for purchasing vehicles and construction services. In the middle of project execution, the team learns that the vehicle supplier cannot deliver the vehicles. There is not enough time to find a new supplier without delaying the project.

Which action should the project manager take to procure the vehicles?

- A. Ask the technical team to revise the requirements, even if it requires extra budget.
- B. Arrange a meeting with the client to request additional time to find a new supplier.

- C. Review the existing service contracts to find an option to help procure the vehicles.
- D. Procure the vehicles from another supplier and report the change to the change control board (CCB) later.

Correct Answer: C

QUESTION 7

A project manager is working on a project to modernize the information technology of a bank. The project manager is facing challenges with the project sponsor regarding how to proceed with implementation of a key piece of technology. How should the project manager resolve this conflict?

- A. Meet with all project stakeholders to identify how to implement the technology.
- B. Identify the disagreement in the risk register and develop a contingency plan.
- C. Update the project charter to align with the desires of the project sponsor.
- D. Negotiate with the project sponsor to develop a mutually beneficial solution.

Correct Answer: D

QUESTION 8

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?

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

Correct Answer: A

QUESTION 9

During the planning for a long project, the project manager recognized that several members of the team are new to their roles. How should the project manager incorporate this into planning?

- A. Increase the overall project duration to account for the inexperienced team members on the project.
- B. Ensure planning has accounted for replacing team members in new project roles who do not deliver on project goals.
- C. Assess the training requirements and ensure time for professional development training by senior members.

D. Revisit the project resource allocation to remove the inexperienced team members assigned to the project.

Correct Answer: C

QUESTION 10

A project manager is working on multiple building construction projects using a predictive project management approach. Senior leadership within the organization is promoting the inclusion of more agile practices into the current project methodologies. The project sponsor now wants the projects to use more agile methodologies.

Before mandating any agile methods to be used in a project, what should the project manager do first?

- A. Provide agile training to those who will be part of the project team.
- B. Shift all existing projects to agile methodologies with a strict timeline.
- C. Pause the current projects to align them to the new agile cadence.
- D. Assess the organizational culture and readiness for the transformation.

Correct Answer: D

QUESTION 11

A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed.

What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

Correct Answer: A

QUESTION 12

A project manager has just taken over a project that is in the requirements gathering phase. A stakeholder indicates that they have not received any progress updates even though reports have been sent on a weekly basis. What should the project manager do to ensure all stakeholders are receiving proper information about the project?

- A. Hold a steering committee meeting with all stakeholders to provide a comprehensive update on the project progress.
- B. Create daily progress reports and send them to all stakeholders.

- C. Include stakeholders in the weekly status meetings with the team.
- D. Assess all of the project stakeholders and document their preferred communication method and frequency.

Correct Answer: D

QUESTION 13

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

- A. Give the team members a few days off to reduce stress.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Schedule one-to-one meetings and team-building meetings.

Correct Answer: D

QUESTION 14

A new agile team is having trouble completing tasks. There are many disputes occurring in the team. What should the agile leader do in this situation?

- A. Escalate the issue to the team's manager.
- B. Remove some of the team members.
- C. Review the roles and responsibilities document.
- D. Develop working agreements with the team.

Correct Answer: C

QUESTION 15

A project manager is leading a project in which the product requirements have not been fully met due to several uncertainties about customer acceptance. What should the project manager do?

- A. Gather a reduced number of approved requirements and add some extra features to fulfill the product specifications.
- B. Ask team members to research and collect data about the best features offered by similar products in the market.

C. Stop all project activities until all requirements are set up front by the project sponsor and the key stakeholders.

D. Gather enough requirements to produce a minimum viable product (MVP) with which to evaluate customer acceptance.

Correct Answer: B

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