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Topic Break Down

Topic	No. of Questions
Topic 1, Exam Set A	177
Topic 2, Exam Set B	203
Topic 3, Exam Set C	190
Total	570

QUESTION NO: 1

An agile team is required to address a technical, complex requirement that has no visual deliverable to show the customer. What guidance should the product manager provide to improve the requirement development?

A. Discuss this with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work.

B. Reprioritize the product backlog by lowering the priority of the complex activity, so it will be worked on later in the project.

C. Allow the team to focus and complete the complex work because it will reduce the risk of finding issues later in the project.

D. Inform the customer that there will not be any deliverable due to the complexity involved in the requirement.

ANSWER: A

QUESTION NO: 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?

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 NO: 3

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders.

How should the project manager communicate with the local community?

A. Social media

B. Email

C. Meetings

D. Newspapers

ANSWER: A

QUESTION NO: 4

A company plans to initiate a project involving a new technology. Approval for the project is required. What should the project manager do?

A. Review the cost and schedule baselines for execution.

B. Define change management for the new technology.

C. Analyze the cost and identify the project benefits.

D. Identify the risks in implementing the new technology.

ANSWER: C

QUESTION NO: 5

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.

B. Arrange individual meetings with the team members who cannot work together effectively.

C. Address the conflict during team meetings for the entire team to participate and find solutions.

D. Discuss the conflict early among the affected team members using a direct, collaborative approach.

E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

ANSWER: B E

QUESTION NO: 6

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details.

What two things should the project manager do? (Choose two)

A. Discuss the issue with the external supplier's authority.

B. Review the lessons learned from similar past projects.

C. Gather additional information and estimate the impact.

D. Update the risk log and bring this up in the meeting with the client.

E. Wait for the client to raise a concern and collect more information.

ANSWER: C D

QUESTION NO: 7

A project team is implementing a hosted system for a third party. Just before going live, the customer asks the project team to include additional functionality. The project

team identified risks to the delivery date and informed the project manager that some of the requested functions are in conflict with the agreed scope.

What should the project manager do?

A. Discuss with the team, estimate the effort, and raise a change request.

B. Discuss with the customer the risks identified and team's concerns.

C. Ask the team to deliver the functionality on the agreed go-live date.

D. Ask the customer to go live and add the new functionality in the backlog.

ANSWER: A

QUESTION NO: 8

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details.

What two things should the project manager do? (Choose two)

A. Discuss the issue with the external supplier's authority.

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C. Gather additional information and estimate the impact.

D. Update the risk log and bring this up in the meeting with the client.

E. Wait for the client to raise a concern and collect more information.

ANSWER: C D

QUESTION NO: 9

A project manager is managing a project to deploy new software to 200 end users. During the implementation, there is a missed process that

caused some of the users to lose their computer data.

What should the project manager do first?

A. Meet with the team to discuss the root cause and encourage the team to take note of it and continue to focus on the deployment.

B. Record this case until the final lessons learned session is complete to prevent impacting the team's morale during implementation.

C. Meet with the team members and request they conduct a review of the case by providing feedback as lessons learned.

D. Invite a consultant to review the process in order not to repeat the same issue and share the results with the team.

ANSWER: D

QUESTION NO: 10

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

A. Use the project's contingency budget.

B. Manage the quality of the delivery.

C. Influence the client to initiate a new project.

D. Create a change request with the scope of the new internal projects.

E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

ANSWER: C D E

QUESTION NO: 11

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations?

(Choose two)

A. Hold daily virtual meetings to review progress.

B. Implement time-keeping software for team members.

C. Task functional managers to drive accountability.

D. Utilize a web-based kanban board.

E. Require a monthly individual status report.

ANSWER: A E

QUESTION NO: 12

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations?

(Choose two)

A. Hold daily virtual meetings to review progress.

B. Implement time-keeping software for team members.

C. Task functional managers to drive accountability.

D. Utilize a web-based kanban board.

E. Require a monthly individual status report.

ANSWER: A D

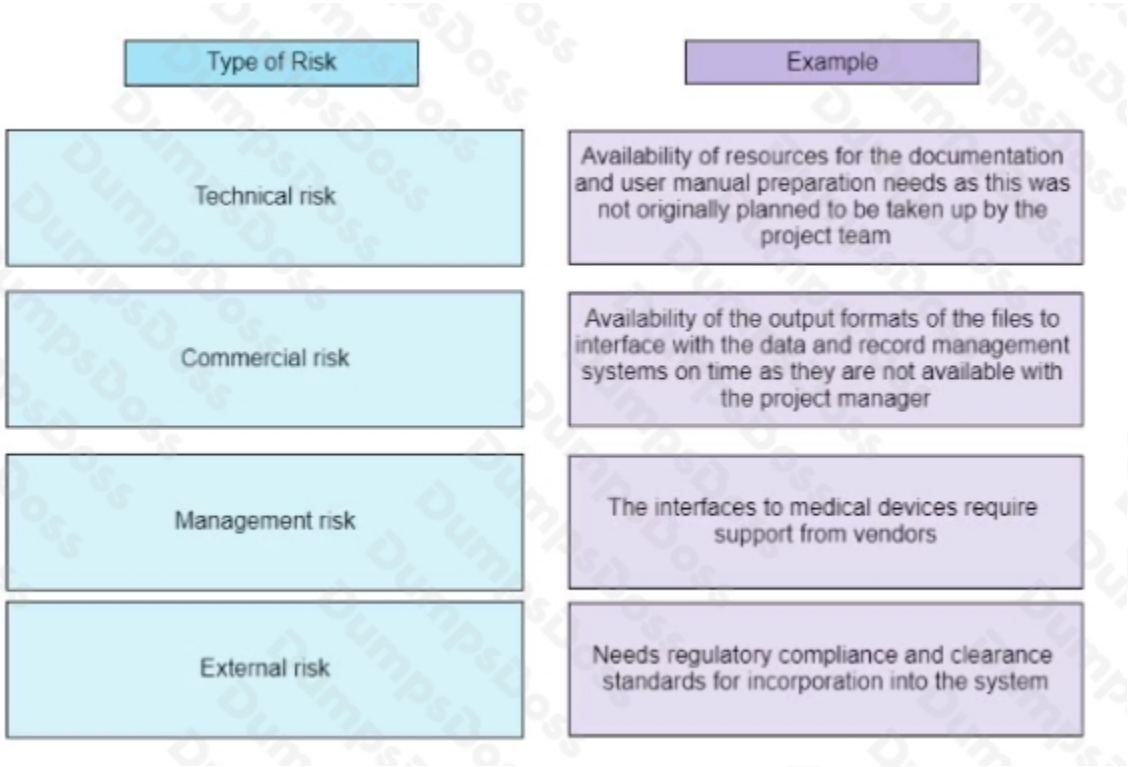
Explanation:

Kanban method offers a simple and effective way to manage your tasks and projects. It is based on two rules: visualization of workflow and limitation of the number of tasks being in progress at a time. By following these two principles, you save time which you'd normally spend on getting organized, and can perform your tasks much quicker.

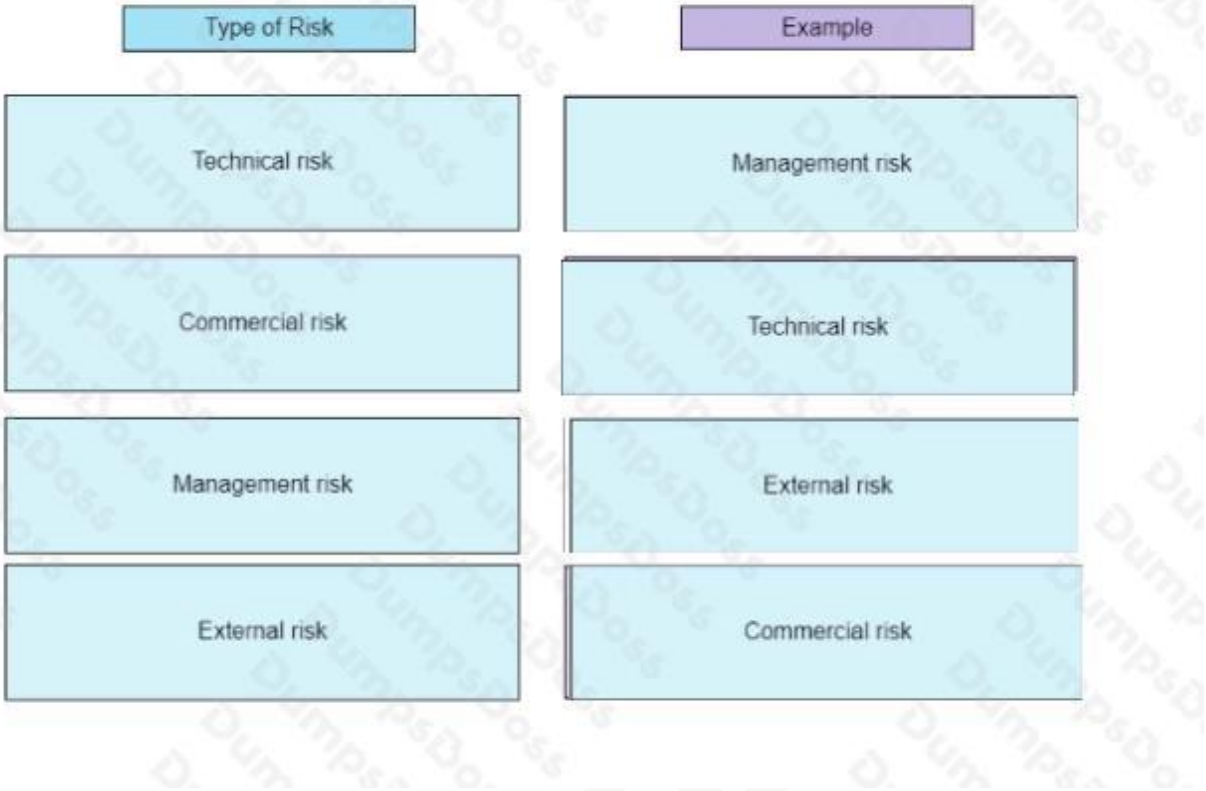
QUESTION NO: 13 - (DRAG DROP)

A hospital is running a project for one of their internal critical systems to manage billing patient data and record management along with consultation reports and input from physicians The project manager now needs to categorize the identified risks

Drag each risk type on the left to its correct example on the right


Type of Risk
Example
Technical risk
Availability of resources for the documentation and user manual preparation needs as this was not originally planned to be taken up by the project team
Commercial risk
Availability of the output formats of the files to interface with the data and record management systems on time as they are not available with the project manager
Management risk
The interfaces to medical devices require support from vendors
External risk
Needs regulatory compliance and clearance standards for incorporation into the system

ANSWER:



QUESTION NO: 14

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that

worked well for previous projects. However, a few team members are not happy with this plan.

What should the project manager have done to avoid this?

A. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

B. Met with the project team to determine their collaboration needs and identified tools that will work best.

C. Allowed the project team members to use the tools that will work best for them for this project.

D. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.

ANSWER: B

QUESTION NO: 15

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time.

What should the project manager do?

A. Reschedule on-site training to online sessions.

B. Create a risk and assign remediation actions.

C. Cancel all of the on-site training sessions.

D. Document the project issue and provide options.

ANSWER: D

QUESTION NO: 16

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to

analyze team performance? (Choose two)

A. 0Project schedule

B. Product backlog bumup chart

C. Work breakdown structure (WBS)

D. Cumulative flow diagram of completed features

E. Burndown chart

ANSWER: D E

QUESTION NO: 17

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the

compliance requirement.

What should the project manager do next?

A. Update the product backlog item with this new requirement.

B. Escalate the issue of project impact to the project sponsor.

C. Escalate the issue of project impact to the product owner.

D. Update the stakeholder register to include the requirement owner.

ANSWER: C

QUESTION NO: 18

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

Which two actions should the project manager take? (Choose two)

A. Interview the most resistant team members to persuade them to try to accept an agile approach.

B. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.

C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.

D. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.

E. Brainstorm with the team to understand the specifics of the team's project and to identity possible alternative approaches for the team.

ANSWER: B E

QUESTION NO: 19

A project team member is sick and will not be able to return to the project for a few weeks. During the daily meeting, the team shares their concerns as the sick team member was the only one skilled in the component they were developing.

What should the project manager have done to prevent this?

A. Requested robust documentation for the component's build.

B. Outsourced development of the specific component to another team.

C. Acquired more than one resource skilled in each component.

D. Facilitated cross-functional knowledge transfer during the project.

ANSWER: D

QUESTION NO: 20

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two)

A. Lessons learned from other teams to not be considered

B. A lot of discussions that yield no results or possibly too many results

C. A focus on the negative and a disinterest in further improvements

D. A lack of direction and motivation for the team in the workshop

E. Time management plan for the retrospective workshop to not be updated

ANSWER: B D

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