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**QUESTION 1**

A project manager is leading a project that involves on-site and remote team members. One task that was assigned to a team member in another country appears to be behind schedule. When the project manager inquires about this, the team member claims that the task was completed and that this was reported to the team lead via a telephone conversation.

What should the project manager do?

- A. Communicate the ground rules, principles and reporting methods to the project stakeholders
- B. Penalize the project team lead for not updating the project documentation properly.
- C. Review this issue with the team lead for possible ways to resolve this situation
- D. Issue guidance to the team member about reporting directly to the project manager

Correct Answer: C

QUESTION 2

A project manager has been assigned to take over an existing software project. The project manager inherited a lean team comprised of key stakeholders, subject matter experts (SMEs), and senior developers. While reviewing the project status with the team, the project manager observes that the team seems to lack direction and enthusiasm.

What should the new project manager do?

- A. Ensure everyone performs their assigned tasks as planned.
- B. Organize frequent team building sessions and update the risk register.
- C. Meet with the project sponsor and propose a corrective action for the project.
- D. Encourage participation in decision making and empower the team.

Correct Answer: D

QUESTION 3

The project leader for an agile team has discovered that a certain team member has been struggling with an impediment that is hindering the team's progress. The project is now at risk of completing later than expected. What should the project leader do?

- A. Report the impediment to the functional manager.
- B. Identify the impediment and associated risks at the daily standup.
- C. Escalate the impediment and associated risks to the business sponsor.



D. Identify the impediment during the retrospective

Correct Answer: B

QUESTION 4

An agile project to provide a material information system has started. During the kick-off meeting, the team realizes that the stakeholders require a solution in 2 months, but it will take at least 4 months to deliver the entire project. Who should the project manager contact to help the team accelerate the delivery?

- A. The human resources (HR) department--to ask for more resources to add to the project team.
- B. The product owner and the stakeholders--to prioritize the requirements in the product backlog.
- C. The team--to have them increase their velocity to accomplish the stakeholders requirements.
- D. The stakeholders--to have them prioritize the requirements in the product backlog.

Correct Answer: B

QUESTION 5

In a construction project for a new building, the project manager decides to apply agile principles for the building foundation phase. While evaluating the project schedule with the team, the project manager believes that the estimates are inaccurate. How should the project manager address this issue?

- A. Create a product backlog
- B. Perform sprint reviews with the team
- C. Assess the previous project velocity
- D. Reduce the story size by splitting stories

Correct Answer: A

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