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**QUESTION 1**

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

- A. Risk management plan
- B. Quality management plan
- C. Communications management plan
- D. Procurement management plan

Correct Answer: A

QUESTION 2

A project team member is struggling to understand a specific requirement. How should a servant leader address this issue?

- A. Assess and evaluate the team member's skills to ensure alignment to the particular requirement and solution
- B. Reassign the requirement to another team member who may have ideas on how to meet the requirement
- C. Assist by connecting the product owner with the team member to discuss what problem is to be solved
- D. Deprioritize the requirement and assign a task for it to be restated to provide the necessary clarity

Correct Answer: D

QUESTION 3

While preparing an earned value analysis (EVA) for the sponsor, the project manager provided this information in the latest project report:

Approved Work Package Cost Estimates: US\$9,500

Contingency reserves: \$500 %

Management reserves: 10% of contingency reserves Percent complete of the project: 50%

Planned percent of the project: 40%

Actual costs of the project: US\$4,500



What is accurate about the project status?

- A. The actual work is 25% more than the planned work.
- B. The project cost is 10% lower than planned.
- C. The actual work is 25% less than the planned work.
- D. The project cost is 10% higher than planned.

Correct Answer: B

QUESTION 4

A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

- A. Share the annual report with the sponsor.
- B. Organize a stakeholder meeting to brainstorm on general project risks.
- C. Extract this from the project risk register tracking tool and issues log.
- D. Refer the sponsor to the contract document.

Correct Answer: C

QUESTION 5

A new project manager is managing a hybrid project. The project manager wants to be a servant leader to support the team by removing impediments, but is not receiving feedback from the team about the issues and risks they are facing. What should the project manager do?

- A. Implement daily standups where the team can share their impediments, risks, and issues.
- B. Review the communications management plan and implement changes.
- C. Schedule weekly risk review meetings with the team to review project risks and concerns.
- D. Distribute a copy of the communications management plan to the scrum master.

Correct Answer: A

QUESTION 6

A high-tech borehole protect was initiated with the goal of providing water for a rural community of 1500 villagers located in an arid region. The project was completed with a cost performance index (CPI) of 1.09 and a schedule performance



index (SPI) of 0.93 Six months after its completion it is determined that the villagers could not access water.

What caused this situation to occur?

- A. The risk analysis was inadequate
- B. The project was completed behind schedule
- C. The requirements gathering was inadequate
- D. The project was delivered above budget

Correct Answer: A

QUESTION 7

A team has been struggling with various issues during the course of an iteration. The project lead facilitates a discussion of the issues and the team forms new team agreements. During the next iteration, some of the same issues appear again.

What should the project lead do next?

- A. Notify senior management of the issues and have them review the importance of agreements with the team
- B. Challenge the team to determine if the issues surfaced again because agreements were not followed
- C. Post the agreements in a conspicuous place where all of the team members can see them.
- D. Let the team self-organize and determine the best means to prevent the issues from occurring again

Correct Answer: B

QUESTION 8

A team is given an agile project to build a conceptual product for a new customer. While planning, the project manager is trying to determine the best way to show value to the customer, as the technical requirements are not very detailed. What should the project manager do to help the client understand the value delivered during project execution?

- A. Include a planned value (PV) calculation in the sprint report for each build cycle.
- B. Conduct a customer demonstration at the end of each build cycle.
- C. Provide the customer with the refined specification during each build cycle.
- D. Show the customer a sprint burndown chart for each build cycle.

Correct Answer: B

QUESTION 9



A project team is trying to meet the milestone target dates in order to receive a bonus promised by the project sponsor. Unforeseen challenges and poor communication among the team members resulted in mistakes and delays. Tensions are high, and the sponsor is concerned.

What should the project manager do?

- A. Schedule a team-building activity to boost the team's morale.
- B. Discuss with the team how the project objectives can be met.
- C. Organize a team meeting to remind the team of the ground rules.
- D. Request that the sponsor increase the bonus for high performers.

Correct Answer: A

QUESTION 10

A project manager is in a learn meeting and the project team requires a decision to be made about a new suggested timeline due to an impact from a potential scope change. What should the project manager do?

- A. Make the decision on behalf of the organization
- B. Review the stakeholder map along with the organizational chart and delegate the most senior person to make the decision
- C. Schedule a project decision meeting with all stakeholders to discuss the decision.
- D. Follow the stakeholder engagement plan

Correct Answer: C

QUESTION 11

A project manager is working with several junior engineers on a project. The project manager noticed that when the junior engineers are asked questions, they defer to more senior team members on the team for answers. Having worked with the junior engineers on another project, the project manager knows they are capable of making these minor decisions correctly. This uncertainty from the junior engineers is now slowing progress.

What should the project manager do?

- A. Update the risk register to reflect the possible impact of the project's slower progress.
- B. Pair senior engineers to shadow the junior engineers and correct them throughout.
- C. Remove the junior engineers from any decision-making activity until further trained.
- D. Ensure the junior engineers make decisions within a certain responsibility level and commit to it.

Correct Answer: B

**QUESTION 12**

The team is working on a critical project deliverable and the project manager is concerned about meeting the deadline. There have been complaints from some stakeholders about some of the team members' performance. The project manager wants to understand the situation and provide feedback to the team as soon as possible.

What three actions should the project manager take to address this situation? (Choose three.)

- A. Define team ground rules
- B. Perform a retrospective session
- C. Implement daily team meetings.
- D. Request a manager performance review
- E. Conduct an annual review.

Correct Answer: ABC

QUESTION 13

A project manager who is managing a critical project in a multinational company is conducting a progress meeting with all team members. During the meeting, one of the team members states that they are facing a critical problem that will prevent them from completing their assigned task.

What should the project manager do?

- A. Ask the team member to follow the approved communications management plan to communicate their issue
- B. Schedule a meeting with the concerned team member to review and update the issue log together
- C. Review the risk register with the team member to find the proper response action for this issue.
- D. Ask the team member to raise a change request to assess the issue in detail

Correct Answer: B

QUESTION 14

The product backlog has been completed and prioritized, and the first sprint has begun. A team member advised during the daily standup that there is a delay in having an external vendor contract signed. What is the project manager's priority in this situation?

- A. Request that the team member get the contract signed as soon as possible
- B. Determine a mitigation strategy to move the project forward



- C. Take over contract negotiations for the team member to speed up the process
- D. Assist with the removal of impediments and blockers so that the project can continue

Correct Answer: D

QUESTION 15

A project team is transitioning to agile delivery. The team uses a Kanban board to track progress. In the daily meetings, the team members have been reporting good progress. However, the cards on the board are not progressing toward "done."

What should the project manager do?

- A. Ask each team member to include the completion date on their cards.
- B. Remind the team that self-organized teams are accountable for project progress.
- C. Cancel the daily meetings and organize weekly project team meetings.
- D. Ask the development lead to indicate low performers after the daily meeting.

Correct Answer: B

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