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**QUESTION 1**

In the kickoff meeting, a project manager announced the project will use a tool to store documents, artifacts, and any other data relevant to the project. The tool will perform version control, maintain retention data, and archive destruction or historical information. Which of the following is being described?

- A. Record management system
- B. Project dashboard
- C. Backlog
- D. Wiki knowledge base

Correct Answer: A

These systems are used to track documents and records and often include version automation, document check-in/checkout, and archival notification

QUESTION 2

Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

- A. Kanban board
- B. Pareto chart
- C. Ishikawa diagram
- D. Decision tree

Correct Answer: C

QUESTION 3

Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

- A. Evaluating the project
- B. Releasing the resources
- C. Closing the contracts
- D. Reconciling the budget

Correct Answer: D



The project triple constraint refers to the relationship between scope, time, and cost in a project. Reconciling the project budget at the closing phase of a project ensures that all expenses have been accounted for, and the final budget is reconciled with the actual expenses, which is crucial to measuring cost performance.

Evaluating the project is an activity that should be conducted throughout the project and not just in the closing phase. The purpose of evaluating the project is to determine whether the project was a success or failure, or if there are any areas that require improvement.

QUESTION 4

As a result of an approved change, the project manager updates the project plan with the newest project end date. Which of the following change control processes should the project manager complete NEXT?

- A. Document the request in the change control log.
- B. Communicate the change deployment.
- C. Conduct an impact assessment.
- D. Implement the change.

Correct Answer: B

Once the project plan has been updated with the newest end date, the project manager should communicate the change deployment with stakeholders. This communication should inform them about the change, including the impact on project activities, timelines, budgets, and any potential risks or issues. Communication is a critical change management process as it can influence how stakeholders perceive the change and how they react to it.

QUESTION 5

A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

- A. Validate against the scope statement and ask for sign-off.
- B. Run a control chart to ensure the quality of the deliverables.
- C. Review the risk register and close up residual risks.
- D. Start the training and handoff for the operations team.

Correct Answer: D

After the system has been implemented and testing has been successfully completed, the next step is to train the operations team on how to use the system. This will ensure that the system is used effectively and efficiently. The project manager should also hand off the system to the operations team so that they can take ownership of the system and support its ongoing use.

The other options are not as important at this stage. The scope statement has already been validated, and the quality of the deliverables has already been ensured through testing. The risk register can be reviewed and residual risks can be closed up later, after the system has been in use for a while.

**QUESTION 6**

A PM is evaluating whether an IaaS contract needs to be extended. When reviewing the system usage report, the PM realizes that usage is at 20% capacity. Which of the following actions should the PM take?

- A. Continue to monitor the system performance.
- B. Resize the resource utilization to reflect current needs.
- C. Reinforce adoption over time.
- D. Raise an item in the issue log.

Correct Answer: B

QUESTION 7

During the kickoff meeting, a stakeholder raises a concern that an assigned responsibility is outside of the stakeholder's domain. Which of the following would MOST likely be the reason?

- A. The communication plan is outdated.
- B. The project manager did not assess the stakeholders.
- C. The project manager did not update the risk register.
- D. The statement of work does not reflect the impacted stakeholders.

Correct Answer: B

QUESTION 8

A project manager prefers to have immediate contact with team members because it allows for faster response times and more interactive discussions. Which of the following communication methods should the project manager use?

- A. Synchronous
- B. Informal
- C. Asynchronous
- D. Formal

Correct Answer: A

In project management, synchronous contact style refers to a communication style where communication between team members or stakeholders happens in real-time. It involves direct, immediate communication through channels such as face-to-face meetings, phone calls, video conferences, or instant messaging.



Synchronous contact style is useful when team members need to collaborate closely, exchange information quickly, or make decisions rapidly. It is particularly effective for solving urgent or complex problems, discussing critical issues, or resolving conflicts.

QUESTION 9

A PM is working on the preliminary scope statement and identifies that this project has the same approach as another project that was completed last year. Which of the following actions would the PM MOST likely perform?

- A. Call the previous PM for advice on risks and issues.
- B. Ask the project sponsor to provide previous final project report results.
- C. Complete the project charter using the other PM's subject matter expertise.
- D. Use existing artifacts and accommodate based on the current project success criteria.

Correct Answer: D

QUESTION 10

A project manager reviews the watch list and notices the probability of occurrence has increased for one item listed in this document; consequently, frequent monitoring is required. Which of the following tools should the project manager update NEXT?

- A. Defect log
- B. Stakeholder register
- C. Issue log
- D. Risk register

Correct Answer: D

In the scenario you described, where the probability of occurrence has increased for an item on the watch list, the appropriate tool for the project manager to update next would be the Risk Register. The Risk Register is a document that captures and tracks identified risks throughout a project. By updating the Risk Register with the increased probability, the project manager can ensure that the risk is properly monitored and managed..

QUESTION 11

A project manager sent equipment to a global project team for testing purposes. Only 70% of the project team received the equipment for testing. Which of the following considerations is impacting the rest of the team?

- A. Quality assurance
- B. Organizational branding restrictions



- C. State privacy acts
- D. Country legal regulations

Correct Answer: D

QUESTION 12

A stakeholder notices a typo in the project management plan, specifically the word manager was spelled “manger”. Which of the following is the decision maker who can authorize the change so the correction can be made?

- A. PM
- B. CCB
- C. Sponsor
- D. Business analyst

Correct Answer: B

QUESTION 13

Following a successful release, a project manager sent a survey to all stakeholders to gain an understanding of opportunity areas for the team. Which of the following can use the survey results as an input?

- A. Daily stand-up
- B. Project momentum
- C. Performance feedback
- D. Meeting minutes

Correct Answer: C

The survey results can be used to provide performance feedback to the team. The survey results can help the project manager identify areas where the team can improve, and then provide feedback to the team on how to improve in those areas. This feedback can help the team to continue to improve and deliver successful projects in the future.

The other options are not as relevant. Daily stand-ups are short meetings that are held daily to discuss the progress of the project. Project momentum is the forward progress of a project. Meeting minutes are a record of the discussions that took place during a meeting.

QUESTION 14

During a demonstration, the product owner asked the team to add new scope to the backlog. Which of the following should the Scrum master do NEXT?



- A. Create a change request for the change advisory board.
- B. Work with the business analyst to document the new epic.
- C. Reject the change to prevent scope creep.
- D. Update the risk register and the work in the mitigation plan.

Correct Answer: B

QUESTION 15

A project has been initiated to provide insurance forms for a company. A constraint for this project is that the insurance commission in each state where the company underwrites has to approve each form. Which of the following compliance considerations BEST describes this scenario?

- A. Regulatory impacts
- B. Environmental impacts
- C. Organizational impacts
- D. Sensitive data types

Correct Answer: A

This aligns with regulatory impacts, as it pertains to compliance with legal and regulatory requirements specific to the insurance industry and the approval processes mandated by the insurance commissions. Regulatory impacts refer to the effects of adhering to laws, regulations, and standards that apply to a particular project or organization.

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