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NEW QUESTION: 1

A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close date. The project team meets and determines that the project should be fast-tracked. Which of the following documents should the project team reference to fast-track the project? (Choose two.)

- A. Configuration management plan
- B. Project schedule
- C. Network diagram
- D. Scope management plan
- E. Project plan

Answer: B,C (LEAVE A REPLY)

NEW QUESTION: 2

Which of the following describes risk mitigation?

- A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.
- B. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it.
- C. The understanding of the risk with a detailed explanation of how the project intends to address the potential for occurrence.
- D. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 3

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference.

Which of the following is MOST likely to be the main challenge that influences this decision?

- A. Language barriers
- B. Geographical factors
- C. Cultural differences
- D. Technology factors

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 4

Which of the following are characteristics of a project? (Choose two.)

- A. Temporary
- B. Start and finish
- C. Achieving a goal
- D. Consisting of milestones
- E. Ongoing
- F. Restricting the budget

Answer: A,B ([LEAVE A REPLY](#))

NEW QUESTION: 5

Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process.

Which of the following conflict resolution techniques has the project manager utilized?

- A. Smoothing
- B. Compromising
- C. Forcing
- D. Avoiding

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 6

A project requires daily status updates.

Which of the following is the MOST effective method for providing these updates?

- A. Backlog
- B. Standup
- C. Retrospective
- D. Kickoff

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 7

The key stakeholders have reported the project pace as being slow. The project sponsor would like to cancel the project if it cannot be completed before the end of the year. The project is scheduled to be completed three months after the requested date.

To alter the pace of the project, which of the following should the project manager do FIRST?

- A. Deny the request from the project sponsor.
- B. Give approval for the change requested by the project sponsor.
- C. Ask the project sponsor to change the request.
- D. Document the change request from the project sponsor.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 8

A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services.

Which of the following documents will the company MOST likely release FIRST?

- A. RFP
- B. RFO
- C. RFQ
- D. RFI

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 9

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Team lead
- B. Marketing representative
- C. Sales clerk
- D. Product item

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

A project in the execution phase is over budget, and tasks on the critical path are on schedule.

Which of the following should the project manager do NEXT?

- A. Revise the project charter.
- B. Update the project management plan.
- C. Issue a change request.
- D. Evaluate the impact to the baseline.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 11

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action.

Which of the following techniques is the project manager using?

- A. Accepting
- B. Withdrawing
- C. Smoothing
- D. Compromising

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 12

Which of the following events would MOST likely trigger communications to the largest audience for a given organization?

- A. Business continuity response
- B. Quality audit
- C. Completion of a task
- D. Replacement of a subcontractor

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

There are four parallel paths on a network diagram. The summary duration of each path is below:

- A, C, G: 10 weeks
- A, B, F: 8 weeks
- D, E, H: 12 weeks
- D, B, F: 7 weeks

Which of the following tasks are on the critical path?

- A. A, C, G
- B. A, B, F
- C. D, E, H
- D. D, B, F

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 14

A new project sponsor has joined the project team, and the constraints on the project have been reprioritized. The project cost was previously the most important factor, but the new sponsor has indicated that meeting a new, shorter deadline is the priority.

Which of the following effects is this MOST likely to have on the project?

- A. The deliverables and cost will remain the same, but the quality will increase.
- B. The cost and quality will remain the same, but the deliverables will increase.
- C. The deliverables and quality will remain the same, but the cost will increase.
- D. The deliverables and quality will remain the same, but the cost will decrease.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 15

A project manager needs to identify the resources assigned to a particular task. In which of the following documents can this information be found?

- A. Scope statement
- B. Project schedule
- C. Cost plan
- D. Impact assessment

Answer: B (LEAVE A REPLY)

NEW QUESTION: 16

During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project.

Which of the following actions should the project manager take?

- A. Attempt to save money in downstream activities.
- B. Contact the customer and request more funding.
- C. Alert the project sponsor of the situation.
- D. Announce the project will end early due to lack of funds.

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 17

A project manager is justifying a required change with the associated impact on the project. Which of the following is the NEXT step?

- A. Auditing
- B. Validation
- C. Implementation
- D. Approval

Answer: D (LEAVE A REPLY)

NEW QUESTION: 18

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A.** Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
- B.** Composing a project team email with the details of the announcement is the best method. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- C.** Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.
- D.** Hosting a web conference meeting is the best method. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 19

A project manager has an opportunity to add a highly skilled expert to the team who can increase the probability of the project's success.

Which of the following risk strategies should the project manager adopt?

- A.** Exploitation
- B.** Mitigation
- C.** Avoidance
- D.** Acceptance

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 20

Which of the following describes how a project is related to a program?

- A.** A program is a part of a project.
- B.** A program contains an element of the project.
- C.** A program is a combination of multiple projects.
- D.** A program uses half of the project's budget.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 21

Which of the following is a definition of an RFP?

- A.** A document sent to potential vendors to request information for skills and experience for a project.
- B.** A document sent to potential vendors to solicit information that excludes pricing information for a project.
- C.** A document sent to potential vendors to solicit a bid for a project.
- D.** A document sent to potential vendors to request a commitment for a project.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 22

A vendor is unable to deliver an order by the specified date.

Which of the following should be the project manager's NEXT steps? (Choose two.)

- A.** The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
- B.** The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
- C.** The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.
- D.** The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.
- E.** The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.

Answer: B,E ([LEAVE A REPLY](#))

NEW QUESTION: 23

During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.

Which of the following should have occurred to prevent this issue?

- A.** During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.
- B.** The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.
- C.** During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.
- D.** During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 24

An organization has multiple projects that are taking place simultaneously.

Which of the following should be tasked with ensuring resources are appropriately allocated to projects?

- A.** PMO
- B.** Project coordinator
- C.** HR

D. Project sponsor

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 25

A project manager provides status reports to a customer on a biweekly basis, but the customer is very busy and only has a few minutes to review the project.

Which of the following are critical for the project manager to provide?

- A. Cost, schedule, organizational chart, and risks/issues
- B. Schedule, cost, risks/issues, and milestones
- C. Action items, organizational chart, schedule, and NDA
- D. Risks/issues, cost, RACI chart, and action items

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

A project manager noticed the development team supporting a project does not have sufficient skills to complete the development phase. The project manager has discussed this issue with the functional manager and agreed to continue with the development phase due to time restrictions.

Which of the following strategies is the project manager applying?

- A. Accepting
- B. Transferring
- C. Avoiding
- D. Mitigating

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 27

A customer will have ongoing changes to project requirements.

Which of the following is the BEST project management methodology for this requirement?

- A. Waterfall
- B. Agile
- C. Bottom-up
- D. PRINCE2

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 28

One deliverable failed during testing, and this has already happened several times.

Which of the following tools is MOST appropriate for the project team to use to determine the cause of the problem?

- A. Run chart
- B. Scatter diagram
- C. Gantt chart

D. Fishbone diagram

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 29

Which of the following defines a group of projects that work together to achieve a common goal?

A. Portfolio

B. Product

C. Program

D. Project plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 30

A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes.

Which of the following should the project manager do NEXT?

A. Implement the changes.

B. Create an emergency change request.

C. Gain approval for the changes.

D. Identify the approval authority.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 31

Assuming an iterative approach, which of the following will be conducted at the end of each iteration?

A. Risk review

B. Budget baseline

C. SCRUM retrospective

D. Kickoff meeting

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 32

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

- A. Execution
- B. Kickoff
- C. Planning
- D. Closure

Answer: (SHOW ANSWER)

NEW QUESTION: 33

A project manager has noticed poor attendance at status meetings.

Which of the following strategies should the project manager use to improve attendance?

(Choose two.)

- A. Provide an agenda before the status meeting.
- B. Add non-project-related items to the agenda.
- C. Adhere to an agenda and scheduled time.
- D. Discard the action items at the conclusion of the meeting.
- E. Add and discuss new agenda items throughout the meeting.

Answer: A,C (LEAVE A REPLY)

NEW QUESTION: 34

A critical stakeholder has requested additional status updates beyond the schedule.

Which of the following factors MOST likely needs to be accounted for when communicating with this stakeholder?

- A. Confidentiality
- B. Criticality
- C. Cultural differences
- D. Frequency

Answer: D (LEAVE A REPLY)

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