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- D. Review the business case with the sponsoring organization to confirm that the project aligns with business needs.

Correct Answer: D

QUESTION 234

A project manager begins a project to develop a network of walkways in a rural area. This is part of a government initiative to enhance pedestrian safety. The project team systematically gathers and analyzes information to measure and manage expectations during the project. Where should the project manager document their results?

- A. Stakeholder analysis
- B. Quality management plan
- C. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- D. Resource management plan

Correct Answer: A

QUESTION 235

A project has been initiated that has several project stakeholders from various departments. Some stakeholders are unavailable for the facilitation meeting to discuss end-to-end processes. To satisfy their own personal agenda, the project owner requests that the meeting take place without all stakeholders present. What should the project manager do?

- A. Reschedule the meeting to accommodate all stakeholders.
- B. Hold a separate meeting with those stakeholders who are unavailable.
- C. Set up a facilitation meeting without all stakeholders to obtain initial requirements.
- D. Discuss stakeholder availability with the sponsor.

Correct Answer: D

QUESTION 236

A project manager is managing the construction of a new road for which land acquisition is required. Some of the landowners have clearly stated that they will not allow any construction to proceed until they receive compensation. This risk was not initially considered. What should the project manager do?

- A. Conduct an impact analysis of the new risk.
- B. Update the cause-and-effect diagrams.
- C. Negotiate with the landowners.
- D. Perform additional risk identification.

Correct Answer: A

QUESTION 237

After joining a new project, the project manager discovers that stakeholders' initial expectations of its duration fail to match their own experience with rolling out similar projects. What should the project manager do?

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- A. Present the stakeholders with lessons learned from prior projects.
- B. Ask the project sponsor for additional resources.
- C. Revise the duration estimates to meet stakeholder expectations.
- D. Update the project scope to align with stakeholder requirements.

Correct Answer: A

QUESTION 238

The procurement department submits a request for proposal (RFP) to potential vendors to execute a project. After the bidder conferences, the project manager receives an email from vendor A requesting clarification of the RFP. What should the project manager do next?

- A. Amend the RFP with the clarification and resend it to all the vendors.
- B. Email all the vendors with the clarification.
- C. Email vendor A with the clarification.
- D. Obtain management's approval before sending the information.

Correct Answer: D

QUESTION 239

What should be developed to ensure the clear division of roles and expectations for a team consisting of both internal and external resources?

- A. Resource breakdown structure (RBS)
- B. Matrix organizational structure chart
- C. Networking chart
- D. Responsible, accountable, consult, and inform (RACI) matrix

Correct Answer: D

QUESTION 240

A key stakeholder misses a project kick-off meeting. The project manager arranges a separate meeting to ensure that the stakeholder understands that the project's expected business value aligns with the organization's strategy. What are the key areas that should be reviewed?

- A. Cost, schedule, risks, and work breakdown structure (WBS)
- B. Goals, objectives, benefits, and risks
- C. Benefits, effort, and resources
- D. Schedule, benefits, and WBS

Correct Answer: B

QUESTION 241

During a project meeting, a stakeholder disagrees with a key deliverable and project milestone listed in the approved project charter. What should the project manager have done to prevent this?

- A. Engaged the stakeholder earlier
- B. Classified stakeholders using a power/interest grid
- C. Met more frequently with the stakeholder
- D. Conducted a thorough stakeholder analysis

Correct Answer: D

QUESTION 242

The charter for a project to build a new financial reward system for the sales division is approved. What should the project manager do now?

- A. Develop the scope baseline.
- B. Collect scope requirements.
- C. Develop the project scope statement.
- D. Prepare the scope management plan.

Correct Answer: B

QUESTION 243

A project manager is working on a complex project with multiple team members and sponsors. What should the project manager do before obtaining project approval and buy-in?

- A. Complete a stakeholder analysis.
- B. Meet with the stakeholders.
- C. Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- D. Perform a risk analysis.

Correct Answer: A

QUESTION 244

While finalizing a project management plan, the project manager encounters a conflict between two team members. Team member A claims that team member B should conduct certain activities on the Gantt chart, while team member B claims these activities should be conducted by team member A. What document should the project manager consult to clarify this?

- A. Organizational breakdown structure (OBS)
- B. Network diagram
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

Correct Answer: D

QUESTION 245

The project manager for a new project wants to discuss project execution methodology with all stakeholders. During what meeting should the project manager first discuss this?

- A. Steering committee meeting
- B. Team meeting
- C. Requirements gathering meeting
- D. Kick-off meeting

Correct Answer: D

QUESTION 246

An experienced project manager is preparing a kick-off meeting for a new service assessment. A high-level description of the service has been provided. What should the project manager do next?

- A. Develop the project charter.
- B. Develop the responsible, accountable, consult, and inform (RACI) matrix.
- C. Define the project scope statement.
- D. Create the work breakdown structure (WBS).

Correct Answer: C

QUESTION 247

While meeting with the project team, the project manager learns that the new department manager, while abroad, is raising questions. What should the project manager do next?

- A. Refer the department manager to the change control board (CCB).
- B. Raise the issue with the project sponsor.
- C. Conduct a stakeholder analysis.
- D. Provide the kick-off meeting notes to the department manager.

Correct Answer: D

QUESTION 248

A project manager has only a short timeframe in which to complete a project's cost estimation. What estimating technique should the project manager use?

- A. Top-down
- B. Three-point
- C. Bottom-up
- D. Analogous

Correct Answer: D

QUESTION 249

Company A wants to subcontract the installation of a factory's building management system to company B. After some adjustments and a review of key stakeholder feedback, company B's project manager needs to develop the project charter for approval. What should company B's project manager consider as an input when developing the project charter?

- A. Subcontractor submittal approval
- B. Letter of intent
- C. Submission of project management plan
- D. Letter of enquiry

Correct Answer: B

QUESTION 250

At the first team meeting, the project manager uses the risks noted in the project charter as a starting point for developing the risk register. After identifying the risks, what should the project team do next?

- A. Calculate the management reserve.
- B. Develop contingent response strategies.
- C. Populate a probability and impact matrix.
- D. Perform quantitative risk analysis.

Correct Answer: C

QUESTION 251

A company plans to set up a new product that is unlike any previous product they have developed. The project manager must manage customer expectations. What should the project manager do to identify the project's deliverables?

- A. Use their knowledge and expertise.
- B. Capture deliverables in the project charter and receive approval.
- C. Discuss options with the project sponsor.
- D. Meet with the project team to decide on the deliverables based on the budget.

Correct Answer: B

QUESTION 252

Stakeholders are unaligned on the project charter that was distributed for approval. What tool or technique should the project manager use to help bring stakeholders into alignment?

- A. Expert judgement
- B. Meeting management
- C. Conflict management
- D. Business case

Correct Answer: D

QUESTION 253

Company A hires a project manager for Company B's new project. What document does the project manager need from company B to develop the project charter?

- A. Scope statement
- B. Statement of work (SOW)
- C. Work breakdown structure (WBS)
- D. Project management plan

Correct Answer: B

QUESTION 254

A project manager must obtain approval for a network cabling project. After preparation of