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detailed project information, some team members remain dissatisfied, as the selected equipment is new and insufficiently tested. The project manager determines that the equipment meets technology needs. What skills should the project manager use to obtain team consensus and sponsor approval?

- A. Interpersonal
- B. Team-building
- C. Stakeholder engagement
- D. Leadership

Correct Answer: D

QUESTION 255

A project manager presents the project scope and deliverables to stakeholders. Two stakeholders disagree about the project scope. What should the project manager do?

- A. Create a project charter to obtain strategic alignment between the two stakeholders.
- B. Update the stakeholder engagement plan to document the concerns.
- C. Brainstorm with the stakeholders to clarify requirements.
- D. Accommodate the project scope requirements of the more senior stakeholder.

Correct Answer: C

QUESTION 256

A project manager assumes a new project. As part of the initiation process, what should the project manager do prior to the planning stage?

- A. Define the project sign-off criteria and create a risk register.
- B. Develop the project charter and identify the stakeholders.
- C. Start gathering requirements and plan the kick-off meeting.
- D. Acquire the resources and determine the budget.

Correct Answer: C

QUESTION 257

A project is initiated to deliver a new version of an existing product. The customer is known for being dissatisfied with the products they receive. During the planning meeting, the customer demands that attention be paid to a critical component, as the current version is unusable. What should the project manager do?

- A. Document the customer's issues and fix them in the new version.
- B. Ensure that a detailed collection of requirements and delivery acceptance criteria are obtained.
- C. Refer to the stakeholder engagement plan to understand how to interact with this customer.
- D. Validate the requirements traceability matrix.

Correct Answer: B

QUESTION 258

A project manager develops a business case during project initiation. What areas should the project manager consider when developing the business case?

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- A. Expected resource performance and cost-benefit analysis
- B. Expected resource performance and the project's contribution to the strategic portfolio objectives
- C. Business benefits provided by project deliverables and portfolio analysis
- D. Business benefits provided by project deliverables and the organizational strategy

Correct Answer: D

QUESTION 259

After several weeks on a new project, the project manager learns that the accounting department has rejected all charges because the project was not approved. What should the project manager have done to prevent this?

- A. Obtained the funds needed to initiate the project
- B. Verified that the business case was authorized by the steering committee
- C. Planned the resources necessary to initiate the project
- D. Verified that the project charter was authorized by the sponsor

Correct Answer: A

QUESTION 260

During project initiation, the project manager learns that the charter was not approved by the proper authorities. The project manager approaches their line manager about this issue, but the line manager instructs the project manager to immediately begin work on the project plan. What should the project manager do?

- A. Follow the line manager's instructions.
- B. Explain the implications of working without approval.
- C. Seek advice from other project managers.
- D. Escalate the matter to the project sponsor.

Correct Answer: B

QUESTION 261

While preparing a project charter for a new project, a project manager reviews lessons learned from previous projects. The lessons learned documents show frequent issues with low engagement levels and stakeholder misalignment on project objectives. What should the project manager do to avoid repetition of this issue in the new project?

- A. Allow any stakeholder to join the change control board (CCB) at any time in the project.
- B. Include all stakeholders in the responsibility assignment matrix (RAM) for acceptance of the deliverables.
- C. Gather all the requirements provided by every individual stakeholder and include in the work breakdown structure (WBS).
- D. Build a common understanding among stakeholders about key deliverables described in the approved project charter.

Correct Answer: C

QUESTION 262

To estimate the cost of project activities for a new project, a project manager uses the schedule from a similar project. What tool or technique is the project manager using?

- A. Expert judgment
- B. Parametric estimating
- C. Bottom-up estimating
- D. Analogous estimating

Correct Answer: D

QUESTION 263

A new project requires resources with specific skills and competencies from various company departments. Since most company staff are already assigned to other projects, the project manager must identify and agree on available internal human resources, and hire external experts. What should the project manager use first to obtain resources?

- A. Negotiation skills
- B. Acquisition skills
- C. Individual and team assessment tools
- D. Requirements analysis tools

Correct Answer: B

QUESTION 264

A project manager is asked to estimate a project using a firm fixed-price (FFP) contract. What estimating technique should be used?

- A. Parametric
- B. Three-point
- C. Bottom-up
- D. Analogous

Correct Answer: D

QUESTION 265

A project manager is leading a project team workshop to develop the scope management plan. The team appears overwhelmed with the project's size and complexity. What should the project manager do?

- A. Revisit the work breakdown structure (WBS) with the team.
- B. Have the team review all existing project documentation.
- C. Break the workshop into groups, with each group responsible for developing a subpart of the scope management plan.
- D. Ask a subject matter expert (SME) to explain to the group what was done on a previous, similar project.

Correct Answer: C

QUESTION 266

What can a project manager do to communicate the formal project announcement and relevant information to stakeholders, and then gain their commitment?

- A. Create the project charter.

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- B. Conduct a kick-off meeting.
- C. Develop the communications management plan.
- D. Prepare and distribute the responsible, accountable, consult, and inform (RACI) matrix.

Correct Answer: B

QUESTION 267

A project manager decides to conduct a virtual kick-off meeting rather than a face-to-face kick-off meeting. As a result, the project manager fails to gain stakeholder commitment. What documents should the project manager consult to eliminate similar challenges in the future?

- A. Quality management and stakeholder engagement plans
- B. Communications management and stakeholder engagement plans
- C. Scope management and communications management plans
- D. Project charter and communications management plan

Correct Answer: B

QUESTION 268

A project manager in a cross-functional organization needs to inform the department manager of the number and type of resources required, and the length of time they will be needed. What should the project manager use to present this resource information?

- A. Resource assignments
- B. Resource histogram
- C. Responsibility assignment matrix (RAM)
- D. Project organization chart

Correct Answer: B

QUESTION 269

A project manager plans the agenda for a kick-off meeting. As one of the first agenda items, the project manager wants to set the strategic direction of the project. Who should present this topic?

- A. Customer
- B. Functional manager
- C. Project sponsor
- D. Project manager

Correct Answer: C

QUESTION 270

A project manager for a company operating in a competitive market is creating a project scope statement. External limitations are noted. What is most important to the project sponsor at this stage of the project?

- A. Constraints
- B. Deliverables
- C. Assumptions
- D. Schedule

Correct Answer: C

QUESTION 271

A project manager is assigned to start the charter of an IT project and review the process inputs. However, the project manager realizes that the business case does not have adequate support. What should the project manager do to resolve this situation?

- A. Notify the project sponsor.
- B. Hire an external subject matter expert (SME).
- C. Request that the business analysis team perform an evaluation.
- D. Propose a review of the lessons learned in similar projects.

Correct Answer: A

QUESTION 272

After defining project goals and objectives for a technology change initiative, a company holds a meeting with key stakeholders to align expectations. What result indicates that this initiative is moving forward correctly?

- A. Business case
- B. Kick-off meeting
- C. Statement of work (SOW)
- D. Key deliverables

Correct Answer: D

QUESTION 273

A project team is developing a new enterprise resource planning (ERP) system under a tight deadline. During quality assurance testing, a number of issues are detected. However, the developers mistrust quality assurance and are uncooperative. What should the project manager do to address the conflict?

- A. Persuade the developers to cooperate with the application of the quality assurance plan, and communicate this to stakeholders
- B. Wait until the deliverables are ready before directing the development team to adhere to the quality assurance plan
- C. Explain the quality assurance plan to all team members, make the required changes, and gain consensus on the plan going forward
- D. Hire a conflict resolution specialist to address the concerns, then implement the recommended changes

Correct Answer: C

QUESTION 274

During the initiation phase of a global project, the project manager realizes that the exchange rate included in the business case is different than the current exchange rate. What should the project manager do?

- A. Ask the project sponsor to consider terminating the project
- B. Conduct a cost-benefit analysis with the project sponsor to evaluate the project's viability
- C. Include the exchange rate in the assumption log and the exchange rate risk in the project charter
- D. Issue a change request to update the exchange rate in the project charter