

Correct Answer: B

QUESTION 275

A new project is being executed with a team working locations. What should the project manager first consider when leading a geographically dispersed team?

- A. Project team size
- B. Time zones
- C. Project goals
- D. Cultural differences

Correct Answer: B

QUESTION 276

A project manager is ready to start a new project that has a clearly defined scope, assumptions, and constraints. What should the project manager do to ensure that all key stakeholders have a common understanding of the project's scope and deliverables?

- A. Distribute the approved project charter
- B. Hold a product scope definition meeting with the client
- C. Apply the action plan used in previous projects to prevent issues
- D. Send weekly project status reports

Correct Answer: B

QUESTION 277

After joining a project during its initiation phase, a project manager learns that two key stakeholders disagree on project priorities. What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Log a risk describing how these competing expectations will impact the project.
- C. Conduct a stakeholder analysis to understand and align project expectations.
- D. Ask team members for advice.

Correct Answer: A

QUESTION 278

A project manager is internally recruiting resources for a project. The project is challenging and will require interaction with several countries in which the company operates. Usually, team members must travel to other time zones and work long hours. Since this is a matrix organization, the project manager agrees with the functional manager to provide specific resources, but the resources are unmotivated due to the challenging nature of the work. What should the project manager do?

- A. Include this as a risk, and add a reserve for time zone delays to ensure that resources do not complain during project execution.
- B. Ensure that the functional line provides only those resources who work properly in this context, and motivate them to work for success.
- C. Meet with the selected resources to understand their expectations and how these conflicts can be prevented.

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- D. Make sure that all preassigned resources are aligned with their time zones, and track team motivation during project execution.

Correct Answer: B

QUESTION 279

During project initiation for a company's credit department, the project manager meets with stakeholders from various functional areas of the company. The participants become engaged in a lengthy discussion and present conflicting statements. The project manager realizes that the root cause of this issue is that each stakeholder assumes the others use the same definition of "credit", when in reality, they each have a different definition. What should the project manager do?

- A. Ask the stakeholders to develop common definitions for all key business terms.
- B. Impose correct definitions for all key business terms.
- C. Consider the credit department representative as the source of the correct definition.
- D. Record the different understandings of "credit" as a risk in the risk register.

Correct Answer: A

QUESTION 280

A government-initiative project has a strict deadline for completion. A kick-off meeting is a requirement, but one critical stakeholder is unavailable to attend. Postponing this meeting will delay the project. What should the project manager do?

- A. Document the issue, proceed with the kick-off meeting, and speak with the unavailable stakeholder at a later time.
- B. Delay the project and accept the governmental penalties.
- C. Postpone the project until the stakeholder is available, but plan for the team to work overtime to meet the deadline.
- D. Document that the stakeholder is unavailable and proceed with the kick-off meeting.

Correct Answer: A

QUESTION 281

A project manager is gathering formal project requirements. After conducting stakeholder interviews, the project manager realizes that some objectives are inconsistent with those in the project charter. Based on information learned during the initiation phase, this project must be highly focused to stay within budget limits. To manage requirements and meet stakeholder expectations, what should the project manager do?

- A. Realign the stakeholder's expectations with the objectives in the project charter.
- B. Expand the project charter to include the newly identified objectives.
- C. Remove objectives in the project charter that are not aligned with the stakeholders' objectives.
- D. Disregard stakeholders' objectives that may be outside the scope detailed in the project charter.

Correct Answer: A

QUESTION 282

A project manager is managing a two-year agile project with monthly iterations. The project manager identifies the following risk during project initiation: "Rapid development of new technologies used by the industries and stakeholders may reduce the delivered value." Which approach can the project manager use to mitigate the stated risk?

- A. Benchmark past projects utilizing the same technologies to establish a baseline.
- B. Review and update the project management plan and risk management plan at each iteration.
- C. Include a contingency clause in the contract that secures additional funding in case changes arise.
- D. Lengthen each iteration to allow more time and resources to mitigate this risk.

Correct Answer: B

QUESTION 283

A project manager discovers that material costs have increased significantly since project initiation. To what should the project manager refer to determine if the project is still feasible?

- A. Basis of the estimate
- B. Cost baseline
- C. Cost management plan
- D. Business case

Correct Answer: D

QUESTION 284

During a project's initiation, project manager A realizes that the project is dependent on and linked to other projects. Project manager A attempts to change the plans of these other projects. The other project managers feel that project manager A has overstepped boundaries. Which document does project manager A need to revisit?

- A. Scope management plan
- B. Statement of work (SOW)
- C. Organizational process assets
- D. Project charter

Correct Answer: A

QUESTION 285

A company contracts a software vendor to implement and customize a new software application and assigns a project manager to initiate and lead the project. Which of the following inputs to the project charter describes the key deliverables?

- A. Business case
- B. Agreements
- C. Project scope statement
- D. Statement of work (SOW)

Correct Answer: C

QUESTION 286

A project manager working on a deployment project is initiating the project and gathering

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requirements from the customer. When the project manager presents the results of the analysis, the customer representative disagrees with the analysis and proposes other priorities. What should the project manager have done to prevent this situation?

- A. Explained the change request management process at the beginning of the review.
- B. Escalated the issues to the customer representative's manager to align the priorities.
- C. Sent the requirements list to the stakeholders and organize a meeting.
- D. Ensured the key stakeholders' expectations had been identified.

Correct Answer: C

QUESTION 287

Which of the following is an input to the Direct and Manage Project Execution process?

- A. Approved change requests
- B. Approved contract documentation
- C. Work performance information
- D. Rejected change requests

Correct Answer: A

QUESTION 288

The first project for a new global company is initiated. The project manager obtains information on the company's organizational structure. What should the project manager do to engage with all interested parties throughout the project's life cycle?

- A. Ensure that the stakeholder register is complete and in place.
- B. Define the engagement level of all stakeholders.
- C. Develop the stakeholder engagement plan.
- D. Identify the stakeholders.

Correct Answer: C

QUESTION 289

During a project's initiation phase, 200 stakeholders are identified. What should the project manager do to properly handle them?

- A. Schedule a kick-off meeting.
- B. Select and focus only on key stakeholders.
- C. Create a stakeholder register.
- D. Refer to organizational communication requirements.

Correct Answer: C

QUESTION 290

The project manager of a large software implementation project is preparing for a kick-off meeting. While reviewing all available project information, the project manager discovers that the project's key deliverables are not clearly identified. What should the project manager do?

- A. Prioritize the business requirements.
- B. Assess the business case.
- C. Define the project success factors with the stakeholders.

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D. Clarify the business requirements with the business analyst.

Correct Answer: C

QUESTION 291

A project manager has been hired for a new project, and the project charter has already been approved. What documentation is needed to prepare for the kick-off meeting?

- A. Scope management plan
- B. Quality management plan
- C. Project management plan
- D. Business case

Correct Answer: C

QUESTION 292

A project manager wants to communicate project objectives to the team, gain their commitment, and explain the roles and responsibilities of each stakeholder. What should the project manager do to accomplish this?

- A. Set ground rules for circulation to the team so that expectations are understood.
- B. Ask the team to review the project management plan to gain an understanding of the project.
- C. Conduct team-building activities.
- D. Hold a team kick-off meeting.

Correct Answer: D

QUESTION 293

An organization is kick-starting a project in an emerging market where regulations will rapidly and continuously change during its life cycle. The project sponsor asks the project manager for a budget forecast. What tool or technique should the project manager use to provide this?

- A. Alternatives analysis
- B. Monte Carlo analysis
- C. Fishbone diagram
- D. Three-point estimation

Correct Answer: D

QUESTION 294

A project manager plans a kick-off meeting and prepares a comprehensive presentation. During the kick-off meeting, those in attendance commit to supporting the project. However, once the project begins, the project manager notices some stakeholders are not engaged at all. What should the project manager have done to avoid this issue?

- A. Performed a stakeholder analysis
- B. Ensured that stakeholders were fully aware of the scope
- C. Ensured all stakeholders received kick off meeting minutes which documented all stakeholder

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