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agreement

- D. Requested the sponsor to ensure commitment from the stakeholders' functional managers

Correct Answer: D

QUESTION 295

During a kick-off meeting, a key stakeholder asks why one of their departments will not be considered during the project. What document should the project manager consult to answer this question?

- A. Project scope statement
- B. Scope management plan
- C. Requirements management plan
- D. Project organization chart

Correct Answer: B

QUESTION 296

A project manager joins a project to provide a proven IT solution. To effectively and efficiently develop a communications management plan, what should the project manager do?

- A. Conduct a project kick-off meeting.
- B. Gather information on the performance of past team members.
- C. Consult the project charter.
- D. Review the lessons learned from previous projects.

Correct Answer: A

QUESTION 297

A team of experts provides a project manager with different effort estimates for implementing a project's scope. What tool or technique should the project manager use to develop a project schedule?

- A. Expert judgement
- B. Analogous estimating
- C. Three-point estimating
- D. Focus groups

Correct Answer: B

QUESTION 298

A project manager is helping to draft a project charter because of their relevant experience working on similar projects. What organizational process asset should the project manager reference?

- A. Project team feedback from the lessons learned repository
- B. Facilitation skills from in-house subject matter experts (SMEs)
- C. Relevant legal and regulatory frameworks
- D. Project plan from an external organization working in a similar field

Correct Answer: A

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QUESTION 299

A project manager receives a request for proposal (RFP) and must respond to the estimation section. The project manager is concerned that insufficient information is available to do the estimate. What method of estimation should the project manager use?

- A. Definitive
- B. Parametric
- C. Rough order of magnitude (ROM)
- D. Capital cost

Correct Answer: C

QUESTION 300

The project team needs to get additional data available in the market to clarify the specifications of the product in scope. What type of bid document should be used in this situation?

- A. Request for proposal (RFP)
- B. Request for quote (RFQ)
- C. Request for information (RFI)
- D. Request for solution (RFS)

Correct Answer: A

QUESTION 301

During the development of the scope management plan, a stakeholder requests the addition of pilot technology into the project scope to assist with product marketing. What should the project manager do?

- A. Use the project reserve for the pilot technology.
- B. Increase the project budget with the cost of the pilot technology.
- C. Include the stakeholder in the scope planning meetings.
- D. Review the scope baseline with the stakeholder.

Correct Answer: D

QUESTION 302

An organization is awarded a large construction project. The project manager learns that it successfully completed a similar project and wants to use the lessons learned from that. What data analysis technique should the project manager use?

- A. Regression
- B. Trend
- C. Document
- D. Variance

Correct Answer: C

QUESTION 303

The sponsor has provided the project team with a high-level vision for a new product that is scheduled to be released at an industry trade show in three months. Which scheduling technique should the project manager use?

- A. Schedule the work iterations to give an overview of the project timeline and refine detailed requirements over time.
- B. Schedule temporary tasks to show leads and lags in the timeline and replace them over time.
- C. Baseline the project schedule and restrict scope changes to the product.
- D. Use the Monte Carlo simulation to provide a date range showing the impact of vague requirements on the schedule.

Correct Answer: A

QUESTION 304

Project Y uses an agile approach. There is no Scrum Master on the project team, and the project manager has a strong technical background. What will the project manager's primary role be in the project?

- A. Facilitator
- B. Product owner
- C. Risk owner
- D. Cross-functional team member

Correct Answer: D

QUESTION 305

A company is venturing into a new scale of business operations. This environment has different regulations, requirements, and client expectations. The company is utilizing the existing operating model, in-house knowledge, and expertise to run projects in this space. What is the project manager's next step?

- A. Generate the assumptions related to the project.
- B. Escalate the high-level risk to the sponsor.
- C. Gather historical project information.
- D. Gain approval to proceed with the project.

Correct Answer: C

QUESTION 306

One day before getting the project charter approved by all key stakeholders, the project manager found new requirements that are not in the project charter. What should the project manager do?

- A. Add all new requirements to the project scope and present the revised charter to the stakeholders.
- B. Stick to the original set of requirements listed in the project charter.
- C. Prioritize the new requirements for the second phase of the project.
- D. Initiate a meeting with key stakeholders to discuss the new requirements and their priorities.

Correct Answer: D

QUESTION 307

A company has decided to create a project management office (PMO) and hired their first project

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manager to manage an integration project. Although the company has been in business for several years, they do not have previous experience using project management methodologies. How should the project manager handle the potential project challenges without documented best practices and history?

- A. Include a detailed description about how to collect lessons learned in the project management plan.
- B. Create an entry on the risk register regarding inexperience with project management methodologies.
- C. Conduct a meeting with functional managers and ask them to begin collecting lessons learned.
- D. Adjust the acceptable risk range in the mitigation strategy based on the company's inexperience.

Correct Answer: B

QUESTION 308

A project manager is beginning a two-year project and conducts a risk analysis workshop with the team. A team member identifies that the government will be enforcing a new law in three months that will directly affect the schedule and cost of the project. What should the project manager do next?

- A. Notify the sponsor of an extension to the project schedule.
- B. Update the issue log and analyze its priority.
- C. Request authorization to use the management reserve.
- D. Update the risk register and define corrective actions.

Correct Answer: D

QUESTION 309

A project manager is working on a critical multinational project. The project is very complex and is planned to be completed in three years. The project manager is working with several contractors from countries with unstable economies, and the contractors are afraid that they will not be able to guarantee a fixed price for their services for the life of the project. Which precautions should the project manager take into consideration?

- A. Register the risk and establish a procedure in the change management plan to handle these changes.
- B. Notify the sponsor about this and ask for a larger budget for any contingency.
- C. Inform the procurement manager and ask procurement to handle this with these vendors directly.
- D. Set a maximum price that cannot be exceeded for the extent of the project.

Correct Answer: A

QUESTION 310

A project manager has been given the responsibility to deliver a high-profile project. The project manager understands that the project has budget and time constraints. The functional managers will not be able to supply the required human resources. What should the project manager do?

- A. Reject the project
- B. Negotiate for a resource
- C. Contract the external resources
- D. Escalate to the project sponsor

Correct Answer: B

QUESTION 311

A project manager is asked to create a business case for a company's new business in the IT security sector. There is little expertise available within the company as these types of projects have not been done before. What should the project manager do first?

- A. Consult with subject matter experts (SMEs).
- B. Conduct a market analysis and finalize project requirements.
- C. Identify key stakeholders and meet with them to discuss the new business endeavor.
- D. Suggest that management does not pursue this business endeavor since there is a lack of experience.

Correct Answer: A

QUESTION 312

The project manager of a strategic project was approached by a key stakeholder who expressed concern that the project will not be worth the investment. What document should the project manager ask the key stakeholder to review?

- A. Signed project charter
- B. Approved business case
- C. Cost management plan
- D. Company's business plan

Correct Answer: D

QUESTION 313

A new sponsor is assigned to a project. The project manager has discovered there is incorrect information in the project charter. What should the project manager do?

- A. Call a project team meeting to rectify the problem.
- B. Review the business case documents for the project.
- C. Request sponsor approval of the corrected project charter.
- D. Submit a change request form to change the original project charter.

Correct Answer: A

QUESTION 314

A key stakeholder believes that the project manager fails to have the authority level necessary for managing a project. Where is the project manager's role defined?

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

Correct Answer: A

QUESTION 315