An analysis during the design stage suggests that a project may not be financially feasible. What should the project manager review?

A. Operational costs during the first five years of the project
B. Nonoperational investment costs based on budget lines
C. Benefits from social and business objectives in the business case
D. Benefits based on the expected return of similar previous investments

Correct Answer: C

QUESTION 316
A project committee reviews bidder proposals. Each committee member provides insights into their respective business functional areas. What tool or technique is the committee utilizing?

A. Source selection criteria
B. Procurement negotiations
C. Expert judgement
D. Data analysis

Correct Answer: C
QUESTION 317
A project manager is leading a multinational project for a customer to replace its telecommunications infrastructure with the latest technology. The project manager learns that, in some countries, specific environmental regulations must be followed to dispose of the replaced hardware. These regulations were not considered when developing the business case. What should the project manager do?

A. Update the business case to include the cost of the hardware disposal.
B. Recommend to the sponsor that the cost of following the regulations be included in the business case.
C. Propose an implementation strategy that includes the cost of adhering to the environmental regulations.
D. Identify key deliverables based on the business requirements to manage customer expectations and adhere to the regulations.

Correct Answer: B

QUESTION 318
During the development of the business case, a project manager encounters some challenges. What should the project manager do?

A. Consult with a subject matter expert (SME).
B. Review a similar project's lessons learned repository.
C. Consult with the internal project management office (PMO).
D. Meet with the project team to discuss the issues.

Correct Answer: B

QUESTION 319
A stakeholder identifies a potential infrastructure problem that may result in financial impacts to a new bridge construction project. The stakeholder asks the project team to document and implement some proactive actions to avoid the potential issues. Now, the project manager must

classify the risk according to the existing risk rankings. What kind of analysis should the project manager use?

A. Earned value
B. Quantitative risk
C. Qualitative risk
D. Financial

Correct Answer: B

QUESTION 320
A project has been stopped during the execution phase because the construction methods are not in compliance with environmental regulations. The project manager was not aware of the environmental requirements of the project and now needs advice on how to deal with environmental compliance in future projects. What should the project manager do to avoid a similar situation in future projects?

A. Plan to complete regulatory work within budget and on schedule
B. Update the schedule every two weeks during the execution phase
C. Use expert judgment when dealing with environmental requirements
D. Collect project requirements during the initiation phase in every project

Correct Answer: D

QUESTION 321
During the initiation phase of a healthcare IT project, the project manager analyzes the project's key benefits based on input from stakeholders and finds that they are inconsistent. What should the project manager do first?

A. Clarify and evaluate the benefits with the project sponsors' input
B. Evaluate the benefits based on organizational strategy
C. Calculate the benefits based on cost analysis
D. Brainstorm the benefits with the project team's input

Correct Answer: A

QUESTION 322
A project manager is in the process of developing the project budget and has reservations about the accuracy of the quotes being received from a number of contractors. The deadline for getting the budget approved is only a few days away. What can be done in a relatively short amount of time to increase the likelihood of staying within the project budget?

A. Refer to lessons learned from similar projects and use them to inform contingencies that can be included in the budget.
B. Work with subject matter experts (SMEs) to review the contractors' quotes for accuracy.
C. Renegotiate the quotes with all bidding contractors and get new penalty terms and conditions drawn up and agreed upon.
D. Add a large contingency to the overall project budget to account for unknowns that may arise during the project.

Correct Answer: B

QUESTION 323
A project manager has finished creating a detailed schedule of a 20-month project, which includes a two-month buffer. The project manager sends the schedule to the external client for approval, but the client does not approve it, stating that the project should only take 18 months, including the two-month buffer. In order to resolve this conflict, what should the project manager do first?

A. Review the statement of work (SOW) for commitments made to the client regarding project duration.
B. Agree to change the schedule and add resources to achieve the targeted delivery date.
C. Identify the risks associated with the buffer and explain the extension in the timeline.
D. Meet with top-level managers to resolve the conflict and achieve consensus.

Correct Answer: A

QUESTION 324
While reviewing a project management plan for approval, one of the key stakeholders states that the project needs to be completed three weeks prior to the planned date. How should the project manager address this issue?

A. Apply some resource leveling on all key tasks
B. Apply more budget to the project
C. Apply a compression technique on the critical path
D. Apply resource smoothing on all key tasks

Correct Answer: C

QUESTION 325
The project charter for a new urgent project was recently signed, and the sponsor is requesting that the project manager immediately start to develop the project schedule. What should the project manager do in this situation?

A. Develop the schedule based on the lessons learned from similar projects
B. Review the scope baseline and create a work breakdown structure (WBS)
C. Plan a meeting with stakeholders to discuss the project's risks and impacts
D. Identify the project's critical activities before developing a schedule

Correct Answer: D

QUESTION 326
A project manager is working on a project that will result in a product that will be used in multiple countries. After the team starts the implementation phase, they detect that the product they are building will need a technology that is not available in one of the countries. When the project manager checks the risk register, they notice that this risk was already identified, but no action was taken. What should the project manager have done to avoid this problem?

A. Conducted technology review sessions for all countries and updated the risk response
B. Checked the risk management plan during the project and ensured the response was implemented

C. Assigned a risk owner and applied the risk response in a timely manner
D. Recommended that the client transfer the risk response to a third-party company at that site

Correct Answer: B

QUESTION 327
A car manufacturing company wants to develop an unmanned car as a new product. A project manager was assigned. The company has developed high-level specifications, but the detailed specifications are not clear. How should the project manager develop the work breakdown structure (WBS)?

A. Validate the scope and ask the experts to subdivide the deliveries into smaller components.
B. Validate the scope and ask the experts to use a bottom-up approach to group the subcomponents.
C. Perform requirements gathering sessions with the stakeholders and develop the WBS together with the experts.
D. Update the assumptions log and ask the experts to break down the high-level requirements into work packages.

Correct Answer: A

QUESTION 328
A project manager is working on a project to create a new software system. In recent sprints, there has been a significant increase in the number of defects. The project team is questioning whether or not the testing being performed is still valid. What should the project manager do next?

A. Schedule a meeting with the quality assurance team and review best practices associated with testing software.
B. Discuss the issue with the quality manager since managing quality is not part of the project manager's responsibility.
C. Focus on the completion of the new development and transfer any defects to support staff when the project is closed.
D. Evaluate the quality management plan to determine if the scope and approach are appropriate for the software system.

Correct Answer: D

QUESTION 329
During the kick-off meeting for a warehouse expansion, the project manager presents the project schedule and target completion dates. Several members in the meeting voice concerns about the availability of key subject matter experts (SMEs) during peak season. What should the project manager have done to prevent this from happening?

A. Included SMEs in the kick-off meeting to discuss their availability during peak season.
B. Documented a risk of unavailability for SMEs during peak season.
C. Invited functional managers to the kick-off meeting who have authority over SME commitments.
D. Included contingency budget to allocate additional SMEs in the project management plan.

Correct Answer: A

QUESTION 330
A project manager needs stakeholder approval of the project plans in order to establish an execution baseline. What should the project manager do?

A. Obtain stakeholder input and present the plans for approval at a single meeting.
B. Publish the plans on the project website and send an email requesting that all stakeholders review them.
C. Set up meetings with each stakeholder to review the relevant sections of the plans and obtain approvals.
D. Attach all of the plans to an email and request feedback from stakeholders within a certain timeframe.

Correct Answer: C

QUESTION 331
A project manager is working on request for proposal (RFP) to be sent out. Which information or artifact should be used in the supplier/vendor selection criteria?

A. Stakeholder engagement plan as it has information on the stakeholders who are involved
B. Requirements management plan as it includes how requirements will be gathered
C. Quality management plan as it contains the applicable industry standards and codes
D. Scope management plan as it describes how the contractor's scope will be managed

Correct Answer: B

QUESTION 332
A company is producing a children's movie and wants a toy company to create action figures based on the new movie. The project sponsor is concerned about possible cost implications. Which course of action should the project manager take?

A. Create a joint venture with a toy company
B. Hire a toy company to design and manufacture the toys
C. Expand operations to manufacture the toys internally
D. Abandon the plan to create action figure toys to mitigate costs

Correct Answer: A

QUESTION 333
A project manager with a geographically distributed team has created a project management plan based on an approved project charter that was created by the project sponsor. What should the project manager do next?

A. Conduct a meeting with the full team to communicate the content of the project management plan.
B. Send the relevant parts of the project management plan to the applicable team members affected by those parts.
C. Seek approval of the project management plan before communicating it to the team.
D. Send the project management plan to all team members and ask for their approval.

Correct Answer: B