QUESTION 334
A contract project manager has been employed to work on a large, strategically important project. During project initiation, the project manager discovers that the project has a large number of conflicts among the stakeholders. What can the project manager do to better understand the conflicts?

A. Update the requirements traceability matrix
B. Update the stakeholder register
C. Perform a stakeholder analysis
D. Create a power interest grid

Correct Answer: C

QUESTION 335
A project manager just arrived in a new company department and was appointed to a new project. Management gives the project manager a short briefing and asks the project manager to write the project charter by the end of the week. What should the project manager do first?

A. Identify the main stakeholders and schedule meetings with them to gather their expectations.
B. Ask for help from peers who have more experience in this department of the company.
C. Prepare the project management plan and attach it to the description of the project's objectives.
D. Schedule the kick-off meeting before the end of the week and use the minutes as the project charter.

Correct Answer: A

QUESTION 336
A project manager just received a proposal for a new project. The project covers many areas, has multiple stakeholders involved, and the key deliverables are defined by the client. What should the project manager do to get the high-level requirements for the project?

A. Request documentation from the client
B. Refer to the project's business documents
C. Organize a weekly meeting to define the project scope
D. Brainstorm with team members and the client

Correct Answer: A

QUESTION 337
During the last few days of an open request for proposal (RFP), there are still many unanswered questions from vendors. The timely award of the contract is on the project's critical path. The project manager is concerned that the award of contract will be delayed. What immediate action should the project manager take?

A. Request resources to accelerate the work
B. Inform stakeholders of the delay
C. Escalate the risk to the project sponsor
D. Seek advice from the procurement expert

Correct Answer: A

QUESTION 338

A project manager is tasked with proposing an implementation strategy for a project that will be delivered over a period of five years. What should the project manager do first?

A. Review the project budget to ensure adequate funding
B. Review the lessons learned database
C. Develop the risk management plan
D. Conduct a requirements gathering workshop

Correct Answer: D

QUESTION 339
A project team member is questioning the validity of the project benefits. What should the project manager do?

A. Inform the team member that all the benefits will not be realized until the end of the project
B. Meet with the project sponsor to discuss the concern and possible solutions
C. Address the question in the next team meeting so all team members benefit from the discussion
D. Review the business case along with the economic feasibility study

Correct Answer: D

QUESTION 340
During the project initiation phase, the project manager is identifying key deliverables based on the project's business requirements. The project manager believes that the timeline is unrealistic due to the high number of key deliverables. What tool or technique should the project manager use to prioritize the key deliverables?

A. Expert judgment
B. Assumption and constraint analysis
C. Decision tree analysis
D. Rolling wave planning

Correct Answer: D

QUESTION 341
A financier is considering investing money on a future luxury hotel located in a country with economic problems. After several meetings with the market intelligence manager of the company who will develop this hotel, the financier remains skeptical about investing in this project. What should the project manager provide to convince the financier?

A. The project's net present value (NPV).
B. A business case that provides forecasts for economic conditions.
C. A project plan that considers inflation and gross domestic product (GDP) forecasts.
D. A scope development plan.

Correct Answer: B

QUESTION 342
A client asks a global IT company to develop a supply-chain monitoring system. A project manager then begins to assist in the creation of the project charter for the project sponsor. What should the project manager do next?

A. Identify and define the most appropriate implementation approach for the project deliverables.
B. Meet with key stakeholders and the sponsor to discuss project assumptions, success criteria, and critical inputs.
C. Search the lessons learned repository for historical information on project charter development.
D. Meet with the sponsor to outline a detailed timeline with project milestones for resource allocation purposes.

Correct Answer: C

QUESTION 343
A company is about to fund a new project to develop a product for which the technical experts and business analysts have no previous experience. The project manager creates a list of facts and assumptions to develop possible solutions. What should the project manager do before submitting the project charter for approval?

A. Apply expert judgment from field experts.
B. Accept the assumptions as facts and submit the project charter for approval.
C. Review the lessons learned from all projects in the company.
D. Evaluate and challenge the project selection.

Correct Answer: A

QUESTION 344
A project to replace a core business system is required by a company's CEO. The CEO appoints a project sponsor, and urges an immediate start to the project. The project sponsor asks the project manager ?who has no previous experience with such a complex project ?to write the project charter. What should the project manager recommend to the project sponsor?

A. Appointing an advisor with experience in the area to provide the required support
B. Breaking the project into multiple phases to reduce its complexity
C. Conducting a benefits analysis with relevant stakeholders to support the project charter
D. Launching a study to determine the project's feasibility

Correct Answer: A

QUESTION 345
A project manager has identified project stakeholders, and assessed their power and influence. These stakeholders are all busy with other high-priority projects. The project manager wants to ensure that identified high-power and high-influence stakeholders have the information required to support effective decision making. What should be maintained to keep these stakeholders current on progress and issues?

A. Communications management plan and project charter
B. Issue log, change requests, and project management plan updates
C. Project management plan updates, project document updates, and risk register
D. Risk register and issue log

Correct Answer: A

QUESTION 346
While developing the project charter, stakeholders disagree about the project's most important objectives. What should the project manager do to resolve this?

A. Ask a subject matter expert (SME).
B. Escalate the issue to senior management.
C. Defer the disagreement and conversation to a later project phase.
D. Use interpersonal skills to resolve conflicts.

Correct Answer: A

QUESTION 347
While preparing for a product launch, the project manager conducts a review and identifies a potential blocker to the launch. What should the project manager do?

A. Perform a risk analysis.
B. Conduct a risk workshop.
C. Identify project risks.
D. Update the risk register.

Correct Answer: A

QUESTION 348
A new project manager joins a company to work on a new, first-of-its-kind initiative. How can the project manager ensure that the project value proposition is aligned with the company's strategic objectives?

A. Review the business case.
B. Develop the project charter.
C. Refer to the company's business plan.
D. Create the project management plan.

Correct Answer: A

QUESTION 349
A project manager is working on a five-year, US$200 million project. Procedural document management is listed as the sponsor's main requirement, prioritized even above the design itself. After identifying key deliverables in the form of documented designs, the project manager contracts a document controller. In this case, what plan is the key component of the project manager's risk management plan?

A. Cost management
B. Requirements management
C. Resource management
D. Quality management

Correct Answer: B

QUESTION 350
Which tool or technique is required in order to determine the project budget?

A. Cost of quality
B. Historical relationships
C. Project management software
D. Forecasting

Correct Answer: B

QUESTION 351
Requirements documentation will typically contain at least:

A. Stakeholder requirements, staffing requirements, and transition requirements.
B. Business requirements, the stakeholder register, and functional requirements.
C. Stakeholder impact, budget requirements, and communications requirements.
D. Business objectives, stakeholder impact, and functional requirements.

Correct Answer: B

QUESTION 352
Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

A. Define Activities
B. Direct and Manage Project Work
C. Develop Project Management Plan
D. Develop Project Charter

Correct Answer: D

QUESTION 353
The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

A. Define Activities.
B. Sequence Activities.
C. Define Scope.
D. Control Schedule.

Correct Answer: A

QUESTION 354
Which document includes the project scope, major deliverables, assumptions, and constraints?

A. Project charter
B. Project scope statement
C. Scope management plan
D. Project document updates

Correct Answer: B

QUESTION 355
When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?