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The specific technique for identifying a problem, discovering the causes that lead to it, and developing preventive actions is:

- A. Inspection
- B. Use of quality checklists
- C. Root cause analysis
- D. Use of matrix diagrams

Correct Answer: C

QUESTION 451

At which stage of the project should certain factors such as the unavailability of human resources due to constraint be considered?

- A. Initiation
- B. Execution
- C. Planning
- D. Monitoring and Controlling

Correct Answer: C

QUESTION 452

A project is ready to complete the planning process, and all planning documents have been reviewed and approved by stakeholders. What should the project manager do next?

- A. Conduct a kick-off meeting.
- B. Create the schedule baseline.
- C. Acquire the resources.
- D. Determine the budget.

Correct Answer: A

QUESTION 453

While preparing for a kick-off meeting, a project manager learns that some project activities were underestimated, which will cause delays and cost overruns. It is not possible to update project planning before the kick-off meeting. What should the project manager do?

- A. Postpone the kick-off meeting, perform updates, and present realistic plans.
- B. Reschedule the kick-off meeting and present the current plan with a commitment to review an updated plan with stakeholders.
- C. Present the project management plan but add a risk reserve to address the estimation defect.
- D. Document the schedule constraint in the issue log and present it during the kick-off meeting.

Correct Answer: C

QUESTION 454

A major stakeholder is replaced during the planning phase. The new stakeholder has a different view on the project's business needs and wants to immediately include these newly identified business requirements in the scope to avoid any delays. What should the project manager do next?

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- A. Update the project scope statement.
- B. Conduct the Perform Integrated Change Control process
- C. Update the project charter.
- D. Perform project management plan updates.

Correct Answer: B

QUESTION 455

In the late stages of project planning, a project manager develops a risk response plan with subject matter experts (SMEs) and project team members. The team identifies additional efforts required to mitigate the risk of poor quality in some deliverables. What should the project manager do next?

- A. Update the project and quality management plans to reflect the added efforts.
- B. Conduct a make-or-buy analysis to determine the best option.
- C. Document the additional efforts in the organizational process assets.
- D. Generate a change request for approval of the added costs associated with added efforts.

Correct Answer: A

QUESTION 456

A project manager learns there are several unexpected issues in the project's execution. The customer is dissatisfied because the deliverables are taking longer than planned, the costs have increased, and the quality of deliverables is affected. What process should the project manager have performed with greater emphasis during project planning?

- A. Plan Risk Management
- B. Identify Risks
- C. Monitor Risks
- D. Plan Risk Responses

Correct Answer: D

QUESTION 457

To complete planning, a project manager wants to organize and summarize the project's 1,000 required tests into a manageable list. What tool should the project manager use?

- A. Histogram
- B. Ishikawa diagram
- C. Affinity diagram
- D. Control chart

Correct Answer: C

QUESTION 458

A project manager joins a project during its initial planning phase. The project involves various local government institutions. While interviewing the project sponsor, the project manager learns of the importance of keeping the security officers of two of these institutions satisfied, since project development will be affected without their involvement. What should the project manager use to record and monitor this information?

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- A. Responsibility assignment matrix (RAM)
- B. Power/interest grid
- C. Communication matrix
- D. Risk register

Correct Answer: B

QUESTION 459

During a project's first planning meeting, the project team revised some requirements for parts and the manufacturers available for them. The team also revised delivery times and determined what parts could be made on site. After the meeting, the team created a document to establish what, and how items should be procured from each vendor. What document did the team create?

- A. Procurement statement of work (SOW)
- B. Procurement management plan
- C. Requirements management plan
- D. Resource requirements

Correct Answer: B

QUESTION 460

During risk management planning meetings, the project manager realizes that there is a very broad spectrum of risks being identified. This has made it difficult to properly maintain the risk register. What should the project manager do?

- A. Develop a risk breakdown structure (RBS) to help organize and classify identified risks.
- B. Conduct a root cause analysis to allow for proper risk evaluation.
- C. Generate a probability and impact matrix to calculate the relative probability of the identified risks.
- D. Create a decision tree to calculate the expected monetary value of each risk.

Correct Answer: A

QUESTION 461

A new project manager joins an existing project near the end of its planning phase. What plan should the project manager review first?

- A. Requirements management
- B. Schedule management
- C. Scope management
- D. Project management

Correct Answer: C

QUESTION 462

While working on a project, the project manager realizes that stakeholders' delivery expectations differ from what was initially planned. What should the project manager have done to avoid this?

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- A. Created acceptance criteria, an assumptions log, and requirements documentation.
- B. Discussed expectations and possible changes with the project sponsor
- C. Develop a requirements traceability matrix
- D. Maintained a risk register for out-of-scope requirements

Correct Answer: A

QUESTION 463

After reviewing the project management plan, a project manager notices that some of the resistant team members have become supportive. Where should the project manager update this information?

- A. Quality management plan
- B. Resource management plan
- C. Stakeholder engagement plan
- D. Communications management plan

Correct Answer: C

QUESTION 464

The project manager is about to finalize the project management plan when they discover a mistake. The team meets and identifies that the mistake will not have a high impact on the project. What should the project manager do?

- A. Wait for plan approval, and then submit a change request.
- B. Inform management, and allow them to decide next steps.
- C. Correct the mistake, and submit the plan for approval.
- D. Escalate the situation to the project management office (PMO) for review.

Correct Answer: B

QUESTION 465

While reviewing project performance, the project manager notices misalignment with the project management plan. The project manager works with the team to modify an activity to ensure future success. What does this describe?

- A. Preventive action
- B. Defect repair
- C. Corrective action
- D. Accomplished action

Correct Answer: A

QUESTION 466

A project manager joins a project involving the provision, installation, and deployment of communications equipment for an international customer. The project team will include partners from multiple countries. What should the project manager do to prepare for a formal project kick-off meeting to develop an implementation strategy?

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- A. Meet with partnering representatives to establish a common understanding of project assumptions, constraints, and regulations governing the project.
- B. Work with the project team to develop a list of assumptions and constraints to meet the applicable laws and regulations.
- C. Instruct the partners to explain how they will perform their portion of the work and what they need from the other partners.
- D. Create a risk register that documents the high-risk areas, and identify risk mitigation strategies the negative impact of their occurrence.

Correct Answer: A

QUESTION 467

As part of a project, a new plant is being constructed in a typhoon-prone area. This may impact the project's schedule and quality. What should the project manager do to address this?

- A. Implement the Plan Risk Management process and establish a management reserve.
- B. Conduct the Perform Quantitative Risk Analysis process, and plan a risk response.
- C. Outsource the project to transfer the risk.
- D. Establish a contingency reserve.

Correct Answer: B

QUESTION 468

To implement a customer relationship management (CRM) software solution, a systems project manager must identify the required human resources. What should the project manager reference?

- A. Project team assignments
- B. Organizational theory
- C. Resource requirements
- D. Resource calendars

Correct Answer: C

QUESTION 469

Upon approval, a new project manager immediately begins a project. Three months into the project, the project manager identifies numerous obstacles. What should the project manager have done?

- A. Identified risks
- B. Performed a qualitative risk analysis
- C. Performed a quantitative risk analysis
- D. Planned risk responses

Correct Answer: A

QUESTION 470

A project manager identifies that three leaders in the organization have three different expectations about what should be implemented in a project. What did the project manager use to identify this?

- A. Stakeholder analysis