resources to assign to this activity. What should the project manager do next?

A. Update the issue log, and review the risk register for the risk response.
B. Request an external resource.
C. Move a resource from an activity that has more float.
D. Issue a change request to the change control board (CCB) to revise the project schedule.

Correct Answer: A

QUESTION 491
The risks for a project's construction activities were transferred to an insurance company. A major risk occurs that damages the completed work. What should the project manager do next?

A. Deduce the costs for repair from the client and inform the sponsor.
B. Inform the client that the project can no longer be completed.
C. Notify any impacted parties and take necessary actions to receive compensation.
D. Review the budget and use the management reserve to cover the cost of the damages.

Correct Answer: C

QUESTION 492
After approval of a project management plan, it is discovered that a misunderstanding around assumptions between stakeholders and the project manager invalidates part of the plan. What should the project manager do next?

A. Collect all relevant information, and create a presentation to realign expectations.
B. Convince stakeholders that the project manager's assumptions are correct, and continue with the plan.
C. Communicate with stakeholders using applicable policies and procedures.
D. Create a communications strategy to prevent further misunderstandings.

Correct Answer: C

QUESTION 493
A project's key stakeholder resigns and a new one is selected. What should the project manager do first?

A. Meet with the new stakeholder to verify their alignment with the project.
B. Verify with the project sponsor that the current requirements and scope are still applicable.
C. Ask the new stakeholder to create a new project scope and requirements.
D. Inform all stakeholders about project progress and the addition of the new stakeholder.

Correct Answer: A

QUESTION 494
To address security vulnerability during a project blackout period, a project manager must obtain approval to deploy an environment configuration change. The release management team rejects the change request due to lack of supporting information. What should the project manager have done to avoid this?

A. Obtained information from external communities to support the risk
B. Asked security experts to assist with obtaining approval
C. Documented the consequences of failing to make the change
D. Logged it as a high-probability and high-impact risk in the risk register

Correct Answer: B

QUESTION 495
A company sells an IT solution to an external customer, which is formalized in a legal agreement. The project manager from the selling company immediately starts developing the project management plan based on the contract's teams and conditions. A short lead time is highlighted as the most important constraint, because failure to fulfill this may lead to important penalties. What should the project manager do to reduce risk?

A. Ensure the legal agreement is closely followed.
B. Initiate a strong change management plan.
C. Conduct a benefits analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value.
D. Analyze the enterprise environmental factors, organizational process assets, business case, and benefits management plan.

Correct Answer: B

QUESTION 496
A project manager asks the team to provide an evaluation of the project's contingency plan. What should the team use to accomplish this?

A. Qualitative risk analysis
B. Risk audit
C. Quantitative risk analysis
D. Risk categorization

Correct Answer: B

QUESTION 497
Because critical distribution needs were not identified and considered, an upcoming product is cancelled one day before the announced launch. What should have been better developed to prevent this?

A. Stakeholder engagement plan
B. Scope management plan
C. Risk management plan
D. Communications management plan

Correct Answer: C

QUESTION 498
A project manager invites the new CIO to a meeting to review a project's key deliverables, milestones, and roles and responsibilities. What is the project manager's purpose for this?

A. Identifying stakeholders
B. Developing the project charter
C. Minimizing stakeholder resistance
D. Planning communications management

Correct Answer: C

QUESTION 499
A new project manager takes over a project from a colleague. What document should the project manager use to review all planned and approved tasks in relation to the project scope?

A. Responsibility assignment matrix (RAM)
B. Project charter
C. Work breakdown structure (WBS)
D. Program evaluation and review technique (PERT) diagram

Correct Answer: C

QUESTION 500
During the annual project-planning workshop, the human resource director requests the development of a new employee-leave application system. The project management office (PMO) is responsible for following up on this request. What should the PMO do next?

A. Check available systems on the market.
B. Determine the available budget.
C. Obtain a project statement of work (SOW).
D. Create a project management plan.

Correct Answer: C

QUESTION 501
The communications technology being applied in a project was tested in simulated environments but never in actual projects. This lack of experience with the technology must be addressed in detail. Which of the following strategies should be used in the project's planning process?

A. Provide a status update to senior management.
B. Update the project scope if the project grows more complex.
C. Mitigate the risk by conducting a pilot.
D. Exploit the threat by using an alternative technology.

Correct Answer: C

QUESTION 502
A company is using Lean Six Sigma methodology on a project. Midway through the project, an external Lean consultant is invited to conduct an audit to ensure that the methodology is being properly applied. Which process is being employed?

A. Manage Quality
B. Control Quality
C. Perform Qualitative Risk Analysis
D. Plan Quality Management

Correct Answer: D

QUESTION 503
During business process mapping, an analyst discovers that some business activities that were not a part of the original project scope may need to be included. The analyst documents these activities and informs the project manager. What should the project manager do?

A. Update the project management plan.
B. Perform a risk assessment.
C. Review the resource management plan.
D. Update the issue log.

Correct Answer: A

QUESTION 504
A project must be simultaneously implemented in two countries with a time-zone difference of 11 hours. The project manager must determine a mutually convenient time to provide stakeholders with information on the project's schedule, cost, and performance progress. What should the project manager use to determine this?

A. Communication requirements analysis
B. Asynchronous brainstorming
C. Expert judgment
D. Meeting planning skills

Correct Answer: A

QUESTION 505
A project manager is in the final stage of cost estimation. A colleague informs the project manager that costs must be increased, as the client requested additional scope. What should the project manager consider before proceeding?

A. Project funding requirements
B. Organizational processes
C. Agreements
D. Project charter

Correct Answer: B

QUESTION 506
What information should a project manager request before developing a project management plan?

A. Organizational process assets
B. Requirements documentation
C. Milestone schedule
D. Work performance data

Correct Answer: B

QUESTION 507
An ongoing cross-functional project has team members located in several different countries, and stakeholders who provide insufficient support. How can the project manager improve this situation?

A. Conduct cross-cultural team building activities, and assess the results.
B. Consult the communications management plan, and update the responsibility assignment matrix (RAM).
C. Prepare a change request to collocate, and more closely manage, the team.
D. Review the stakeholder register, and update the stakeholders engagement assessment matrix.

Correct Answer: B

QUESTION 508
A project manager is assigned to a project that is in progress. In which of the following documents would a new project manager find information regarding the scope baseline?

A. Project management plan
B. Project scope statement
C. Project charter
D. Project requirements

Correct Answer: A

QUESTION 509
A project manager is working with the project sponsor to write the project charter for a joint venture project. The project manager's company and the sponsor's company worked together previously, but had several projects cancelled due to opposing objectives. Therefore, the project sponsor wants to ensure that conflicts of interest are avoided. What should the project manager do?

A. Obtain approval from the sponsor to use relevant organizational process assets from previous projects.
B. Conduct a benefits analysis with identified stakeholders to validate project alignment.
C. Ensure that bid documents include how conflicts of interest will be resolved during project execution.
D. Perform frequent measurement and tracking techniques to ensure that conflicts of interest are identified early.

Correct Answer: D

QUESTION 510
After preparation of the project management plan, the project manager schedules a meeting with key stakeholders. What part of the project will this complete?

A. Evaluation
B. Planning
C. Initiation
D. Execution

Correct Answer: B