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that the new stakeholders are fully engaged?

- A. Provide the archived project documentation to the new stakeholders and ensure they attend project meetings.
- B. Update the project management plan to accommodate the new stakeholders' requirements.
- C. Meet with the new stakeholders individually and as a group to gather feedback and update the requirements.
- D. Inform existing stakeholders that requirements must be updated to include those of the new stakeholders.

**Correct Answer: C**

**QUESTION 579**

Management believes that a task assigned to the project manager does not require a formal project management process and should be fast tracked with as few administrative documents as possible. What should the project manager do?

- A. Create a project charter and determine what processes are required.
- B. Use rolling wave planning for an adaptive development approach.
- C. Formally ask management to eliminate unnecessary processes.
- D. Ask management to assign the task to a functional manager.

**Correct Answer: B**

**QUESTION 580**

A vendor submits a high-level project schedule for a three-year project, including a detailed design-phase schedule. What does this describe?

- A. Rolling wave planning
- B. Decomposition
- C. Expert judgment
- D. Templates

**Correct Answer: A**

**QUESTION 581**

During planning, a project team documented the possibility that new hardware could arrive up to 45 days late and delay the project's delivery date. One month into the project, the manufacturer notifies the project manager that the hardware will be shipped 20 days sooner than anticipated. What should the project manager do next?

- A. Adjust the procurement statement of work (SOW).
- B. Issue a change request.
- C. Update the risk register.
- D. Modify the budget.

**Correct Answer: C**

**QUESTION 582**

During a project management planning meeting, two key stakeholders have conflicting interests. One requires added time to implement a new system to support the project, while the other

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refuses to delay the launch date due to previous time commitments. What should the project manager do?

- A. Collaborate with both stakeholders.
- B. Negotiate a delayed launch.
- C. Determine how to achieve the finished system by the launch date.
- D. Meet with the project sponsor.

**Correct Answer: A**

**QUESTION 583**

A project task involves the procurement of a specific raw material at regular intervals. Price fluctuation was identified as a risk during planning. The risk response is to exploit a price drop if it occurs. The price of the raw material has now reduced drastically. What should the procurement manager do?

- A. Purchase the raw material at the existing price.
- B. Ask the project manager for advice.
- C. Wait for the prices to further reduce.
- D. Review the risk register for the recommend action.

**Correct Answer: D**

**QUESTION 584**

A global technology company invested in an infrastructure upgrade project as a part of its business strategy. During the planning phase, the project team works with stakeholders to identify project requirements. The project manager is having difficulty engaging stakeholders who work internationally in different time zones. The stakeholders are unable to participate in regularly scheduled planning meetings, and often do not provide timely responses to emails and other requests for information. What should the project manager do next to minimize the impact this issue may have on the project?

- A. Arrange a meeting to discuss the issue.
- B. Create the resource management plan.
- C. Alert senior management.
- D. Create the communications management plan.

**Correct Answer: D**

**QUESTION 585**

A project manager is new to an organization and is assigned to a project that is currently in the planning stage. Everyone involved in the project is very interested in it and they are pushing the project manager to advance it to the next stage. While reviewing the project's various plans, the project manager found out there is no defined cost management plan. What should the project manager do next?

- A. Start project execution and use the project management plan as input for missing information.
- B. Inform the sponsor and request more time to revise the cost management plan.
- C. Use the work breakdown structure (WBS) to estimate the cost of the activities based on previous experience.
- D. Review the project charter to develop the cost management plan.

**Correct Answer: B**

**QUESTION 586**

A project manager is in charge of a project for a client that involves working with multiple external vendors. The final outcome of the project is the printing of letters by a print vendor for fulfillment. During the integration testing, the project manager realizes that the print vendor is not yet ready for printing, which impacts the sign-off. What needs to be clearly defined during planning?

- A. The letter template task needs to be identified during planning.
- B. The fulfillment print vendor needs to be identified during planning.
- C. The project and delivery plan needs to be shared with the print vendor.
- D. The schedule prepared during this phase should include external dependencies.

**Correct Answer: B**

**QUESTION 587**

During the planning phase of a project, the project manager learns that the sponsor has eliminated some important deliverables in other projects over the past three years, producing a negative cost variance. What should the project manager do next?

- A. Document the lessons learned.
- B. Include the issue in the risk matrix.
- C. Define the scope baseline correctly.
- D. Document the issue in the issue log.

**Correct Answer: B**

**QUESTION 588**

During project planning, the project manager wants to transfer as many cost overrun risks as possible to the supplier. What type of contract should the project manager use?

- A. Cost plus incentive fee (CPIF)
- B. Cost plus fixed fee (CPFF)
- C. Firm fixed price (FFP)
- D. Fixed price with economic price adjustment (FPEPA)

**Correct Answer: C**

**QUESTION 589**

A project manager is managing a digital transformation project that involves large-scale changes in the way teams conduct business across the company. Currently, the project is in the planning phase. What should the project manager do before entering the execution phase?

- A. Identify and involve all stakeholders as early as possible in the project.
- B. Send a company-wide email stating the importance of this project.
- C. Arrange a meeting with stakeholders to inform them about their project task assignments.
- D. Update the communications management plan to reflect the importance of the project.

**Correct Answer: A**

**QUESTION 590**

During a project's initial phase, a new regulation is introduced. The regulation has the potential to impact the project's schedule and budget. What should the project manager do before beginning the planning stage?

- A. Update the risk response plan.
- B. Request a change to the schedule and budget.
- C. Perform a qualitative risk analysis.
- D. Include the risk in the project charter.

**Correct Answer: D**

**QUESTION 591**

After finishing the planning phase of a project, but before execution, the project manager needs to communicate and gain commitment on project objectives. What should the project manager do next?

- A. Conduct a kick-off meeting with all stakeholders.
- B. Send the project management plan to all stakeholders via email.
- C. Call each stakeholder to explain their roles and responsibilities.
- D. Ask the project sponsor to communicate the plan to all stakeholders.

**Correct Answer: A**

**QUESTION 592**

During the planning stage of a project, a company goes under an organizational structure change. The project manager believes most of the stakeholders have changed. Which tool or technique should the project manager use to verify whether the stakeholders have changed?

- A. Questionnaires and surveys
- B. Decision-making matrix
- C. Fishbone diagram
- D. Mind mapping

**Correct Answer: C**

**QUESTION 593**

During project planning, a project manager meets with several departments to organize brainstorming sessions. Which process does this describe?

- A. Identify Stakeholders
- B. Collect Requirements
- C. Create Requirements Documentation
- D. Define Scope

**Correct Answer: B**

**QUESTION 594**

A project in the planning stage must have a product with the following attributes:

- Development requires a high degree of specialization
- Delivery must occur within a specific time-frame

What should the project manager do next?

- A. Develop the product with current staff who must learn what is required.
- B. Hire qualified staff to develop the required product.
- C. Acquire the product from a supplier who will deliver it on time.
- D. Acquire the product from a supplier with many resources despite limited experience.

**Correct Answer: C**

**QUESTION 595**

A project manager is conducting agile release planning with their recently acquired team. They are committed to working together to deliver excellent results. The client asks for a product with limited requirements because of a lack of technical knowledge. What should the project manager do to ensure that the client is satisfied with the final product?

- A. Set the requirements in a signed contract.
- B. Have the client provide their own technical engineer.
- C. Engage the client in every iteration.
- D. Add more features to the final product.

**Correct Answer: A**

**QUESTION 596**

A multi-unit residential development project is in its planning phase. The existing power supply will be moved underground during the project. Local authorities notify the project manager that the area next to the development site may also need to move its power supply. This would increase the project's budget by 12 percent and its duration by 22 percent. What should the project manager do?

- A. Proceed with moving the power supply underground.
- B. Communicate the possible risk to relevant stakeholders.
- C. Obtain project sponsor approval to proceed with the additional work.
- D. Update the project management plan to account for the impact on budget and time.

**Correct Answer: B**

**QUESTION 597**

Midway through the design phase of a software development project, the project manager realizes that planned tasks will be delivered late. What should the project manager do first?

- A. Email stakeholders about the delay, and update the project management plan.
- B. Assume the delay, and report it during the next stakeholder meeting.
- C. Revise the task delivery dates in the project management plan.