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D. Update the issue log.

Correct Answer: A

QUESTION 598

The requirements gathering and mapping phase is completed for new software to be used by teams in multiple countries. An important stakeholder refuses to support a particular software feature. This feature is key to project success. What should the project manager do?

- A. Speak with the stakeholder to understand the reasons for the objection.
- B. Engage the stakeholder to explain the importance of supporting the project.
- C. Remove the feature to avoid upsetting this stakeholder.
- D. Ask management to replace this stakeholder to avoid negative project impact.

Correct Answer: A

QUESTION 599

A project manager realizes that a new, major legal requirement, necessary to meet a deliverable, has not been addressed. The project manager solicits ideas from stakeholders on how to conform to the new requirements. What technique did the project manager use?

- A. Total quality management (TQM)
- B. Ishikawa diagram
- C. Just-in-time (JIT)
- D. Kaizen

Correct Answer: A

QUESTION 600

A project manager wants to minimize the risks for a multinational company's strategic project. What type of contract should the project manager use?

- A. Firm fixed price (FFP)
- B. Cost plus award fee (CPAF)
- C. Cost plus fixed fee (CPFF)
- D. Time and material (T&M)

Correct Answer: A

QUESTION 601

A project manager for a computer life cycle replacement project has completed the project charter. However, because there is no documentation of when the computers were deployed, the project manager develops a risk management plan. What should the project manager do next?

- A. Add risk responses to the risk register.
- B. Identify the high-level risks associated with reviewing industry studies.
- C. Complete a sensitivity analysis to determine the impact.
- D. Develop a risk breakdown structure (RBS) to categorize the risks.

Correct Answer: D

QUESTION 602

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A project manager already has a good understanding of the expectations of the project stakeholders. What action should the project manager take next to effectively plan to project?

- A. Assess required competencies against resource availability.
- B. Conduct a kick-off meeting with the team.
- C. Discover needs and decompose them into requirements.
- D. Determine the project budget and funding sources.

Correct Answer: C

QUESTION 603

A product manager needs a website to display product information. The marketing team meets with the project manager to review its with list of website functions. What should the project manager do next?

- A. Create the statement of work (SOW).
- B. Perform a risk analysis.
- C. Develop a project budget.
- D. Assemble the team.

Correct Answer: C

QUESTION 604

A project manager is developing the change management plan with the team. A team member points out that the customer will not accept any changes, despite the fact that contract terms allow for them. The team member believes that developing a change management plan is a waste of time. What should the project manager do?

- A. Adjourn the session and meet with the customer to negotiate the possibility of project changes.
- B. Explain to the team that it is important to plan how change will be handled if and when it happens.
- C. Clarify with the team that although change management is optional, it is intricately linked to many processes.
- D. Acknowledge that the customer is an influential stakeholder who should be kept content.

Correct Answer: B

QUESTION 605

A project manager wants to ensure sufficient stakeholder participation throughout a project's life cycle. What should the project manager include in the stakeholder engagement plan?

- A. Stakeholder power/interest grid
- B. Change requests initiated by stakeholders
- C. Desired and current stakeholder engagement levels
- D. Feedback from stakeholders on project operations

Correct Answer: A

QUESTION 606

A project manager is working on an assessment project with a tight timeline. What should the project manager do first?

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- A. Appoint assessors and resources.
- B. Look for lessons learned from previous, similar projects.
- C. Develop a data-capturing system.
- D. Create a questionnaire for assessor proposals.

Correct Answer: B

QUESTION 607

After receiving the approved project charter, a stakeholder raises concerns about the project's expected key deliverables. What should the project manager do?

- A. Develop the project management plan.
- B. Perform a stakeholder analysis.
- C. Enter the stakeholder's concerns in the issue log then meet with them to clarify their expectations.
- D. Capture the stakeholder's concerns and request reapproval of the project charter.

Correct Answer: C

QUESTION 608

A change to a project's scope deliverables was verbally approved by the client. However, these changes were not formally recorded. What should the project manager do?

- A. Ask the client to issue a formal change request to modify the scope.
- B. Seek guidance from senior management.
- C. Update the project management plan.
- D. Advise team members to proceed with the work while client approval is pending.

Correct Answer: A

QUESTION 609

A project manager is meeting with the steering committee to obtain approval to deploy a developed software solution. After ten minutes of explaining why the solution is ready for deployment, the project manager is told to better prepare and return with more facts. What should the project manager do to improve their approach?

- A. Email the steering committee explaining why the solution is ready for deployment.
- B. Ask the project administrator to explain that user acceptance testing was completed then present this to the steering committee.
- C. Ask the sponsor to directly obtain approval from the steering committee.
- D. Review the communications management plan and present that all deliverables have been developed and are ready for deployment.

Correct Answer: D

QUESTION 610

During a new product development project, the project manager identified that the requirements are conceptual and that it is difficult to obtain a shared understanding by all stakeholders. What can the project manager do to obtain a shared understanding of the project's requirements?

- A. Build a prototype
- B. Benchmark with other organizations.
- C. Conduct a requirements walkthrough.
- D. Hold brainstorming sessions with the stakeholders.

Correct Answer: C

QUESTION 611

An engineering company is commissioning a new mine in a region with territorial disputes. If the mine is not commissioned on time, the project management company may incur enormous fines and reputational damage. The project manager completes a risk analysis and chooses to purchase insurance to cover the fines if the project experiences delays. What type of risk response did the project manager use?

- A. Mitigate
- B. Accept
- C. Avoid
- D. Transfer

Correct Answer: D

QUESTION 612

A customer asks the project manager to estimate the time required to include a missing functionality. The customer thinks that three days will be sufficient to implement this change. However, the project management office (PMO) believes that seven days are required, while the technical lead feels that 10 days are needed. What should the project manager use to estimate the time required for the change?

- A. Pareto diagram analysis
- B. Analogous estimating
- C. Beta distribution
- D. Parametric estimating

Correct Answer: B

QUESTION 613

After completing the scope management plan, the project manager determines that no in-house expertise exists to develop a critical product component. Discussion with another project manager reveals that multiple vendors have been engaged in the past for similar jobs. What should the project manager do next?

- A. Create a procurement statement of work (SOW).
- B. Discuss the budget with the project sponsor.
- C. Issue a request for quote (RFQ) to vendors.
- D. Invite the previous vendors to a bidding conference.

Correct Answer: B

QUESTION 614

A project manager assumes a recently approved project. What will play a key role in determining the communication method?

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- A. Stakeholder requirements
- B. Frequency of distribution
- C. Sender-receiver model
- D. Meeting management methods

Correct Answer: C

QUESTION 615

A project manager wants to confirm that the project team implemented best practices for the requirements-gathering process. What should the project manager do?

- A. Evaluate work performance reports.
- B. Review quality control reports.
- C. Perform a quality audit.
- D. Examine the lessons learned repository.

Correct Answer: C

QUESTION 616

A project manager has two projects of equal, strategic organizational importance. However, due to budget constraints, only one can be chosen. There are uncertainties and risks associated with both projects. What tool or technique should the project manager use to decide which project to choose?

- A. Simulations
- B. Decision tree analysis
- C. Sensitivity analysis
- D. Influence diagrams

Correct Answer: B

QUESTION 617

To exploit a price-volume discount, a project manager decides to procure the full amount of a required project material. Three months later, the price for that material drops by 50 percent due to overproduction and changes in technology. What should the project manager have done differently?

- A. Properly identified the risks
- B. Purchased the minimum amount of that material
- C. Negotiated with the vendor to adjust the price
- D. Purchased the material from two or more vendors

Correct Answer: A

QUESTION 618

During a project's software development phase, the technical lead informs the project manager that a developer implemented a superior solution than specified in the product scope. What should the project manager do next?

- A. Award the developer.
- B. Inform the customer.
- C. Update project documentation.
- D. Initiate a change request.