

**Correct Answer: C**

**QUESTION 619**

When deploying a project, some users report an issue that only happens sometimes. The team does not know how to repetitively simulate the issue. What should the project manager do next?

- A. Wait and observe the statistical records to see if the problem is acceptable.
- B. Update the issue log and assign a specialist to determine the root cause.
- C. Escalate the problem to management and seek extra resources for support.
- D. Communicate with the team, define responsibilities, and update the issue log.

**Correct Answer: B**

**QUESTION 620**

A project manager has just completed the project management plan for a submarine modernization project. This is a high-visibility project for many stakeholders across multiple functional departments and levels of understanding. What can the project manager do to ensure approval of the project management plan?

- A. Ask the project sponsor to approve the project management plan as a first step, then communicated this to other stakeholders to help approve the project.
- B. Organize meetings for stakeholders and provide the appropriate information to obtain their approval.
- C. Conduct interviews with each stakeholder separately in order to obtain approval of the project management plan individually.
- D. Develop a stakeholder register and then select the most important stakeholders to obtain their approval.

**Correct Answer: A**

**QUESTION 621**

A project requires specialized technical expertise from the engineering department. However, the senior engineer is leading a team on a separate project, and the only available resource is an entry-level engineer. The senior engineer is highly regarded by the customer and preferred by the project manager. What should the project manager do first to obtain the senior engineer's participation in this project?

- A. Meet with the engineering department manager to discuss options for making the senior engineer available.
- B. Demand that the senior engineer is assigned to increase customer confidence in the delivery of a quality product.
- C. Develop a job description using the senior engineer's qualifications to hire a comparable senior engineer.
- D. Immediately ask the project sponsor to escalate this resource requirement.

**Correct Answer: A**

**QUESTION 622**

During a project's next phase, an architect will take a three-month maternity leave. What should the project manager evaluate to determine if this is a risk, issue, or opportunity?

- A. Priority, time frame, and probability
- B. Consequence and risk profile
- C. Probability and priority
- D. Probability, consequence, and time frame

**Correct Answer: B**

**QUESTION 623**

A project manager is currently developing the project schedule for a mandatory regulatory project. The project manager is receiving input from different stakeholders and finds that many of them are estimating completion times that are longer than the established end date. What should the project manager do next?

- A. Notify the sponsor and request to modify the end date to accommodate the proposed schedule.
- B. Remind the stakeholders about the project constraints and request a revision of their inputs.
- C. Identify a new critical path that could guarantee the project's completion by the end date.
- D. Apply crashing to the project management plan in order to reduce the extension of the proposed schedule.

**Correct Answer: B**

**QUESTION 624**

A project is experiencing difficulties and the project status report is due. However, the project sponsor is on leave. What should the project manager do?

- A. Send the status report as planned.
- B. Hold distribution of the status report until the project sponsor returns.
- C. Ask team members to directly communicate the project's progress to their business contacts.
- D. Send the status report to the project management office (PMO), and ask the PMO manager to distribute a summary.

**Correct Answer: A**

**QUESTION 625**

A project progressing on time and within budget is 30 days away from achieving its main milestone. The project manager then learns that a key component to achieve this milestone will be unavailable for 45 days. What should the project manager do?

- A. Revise the risk management plan.
- B. Update the issue log.
- C. Notify stakeholders at the next project status meeting.
- D. Send an amended progress report to all stakeholders.

**Correct Answer: D**

**QUESTION 626**

A project manager is finalizing detailed requirements for a project with virtual teams. What should the project manager do to ensure confidence in the data gathered?

- A. Develop and distribute an issues log.

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- B. Validate scope on a regular basis.
- C. Update the project management plan.
- D. Conduct face-to-face or online interviews.

**Correct Answer: B**

**QUESTION 627**

Stakeholders have already been identified and are located across many different countries. The project manager needs detailed requirements based upon the high-level requirements identified in the project charter. In order to gather information from these stakeholders quickly, which is the best data-gathering technique to apply?

- A. Individual meetings with stakeholders
- B. Web conferences with stakeholders
- C. Focus groups
- D. Surveys

**Correct Answer: B**

**QUESTION 628**

An influential functional leader has removed a key team resource from a project. The activities on the critical path will be negatively affected by this action. What should the project manager do?

- A. Negotiate with and influence the functional leader to reverse their decision.
- B. Engage the sponsor to discuss the importance of the resource with the functional leader.
- C. Analyze the impact to the project management plan and submit a change request.
- D. Acquire a replacement resource by following the resource management plan.

**Correct Answer: A**

**QUESTION 629**

During initial project scheduling, an internal key stakeholder announces that they already agreed on some delivery dates with a vendor. What techniques should the project manager use to ensure that all prerequisites are fulfilled for those deliverables to meet the agreed dates?

- A. Discretionary dependencies
- B. Mandatory dependencies
- C. Internal dependencies
- D. Finish-to-finish dependencies

**Correct Answer: B**

**QUESTION 630**

A project manager is working on a new internal project. All the subsidiary plans have already been prepared and approved. The project manager now needs approval of the project management plan. One of the key stakeholders, who has the power to change the plan, had to travel unexpectedly and it is not known when they will return. What should the project manager do?

- A. Submit the project management plan to the change control board (CCB) for approval.
- B. Wait for the key stakeholder and obtain their approval of the project management plan.

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- C. Obtain the approval of all other key stakeholders, and submit the project management plan to the sponsor for approval.
- D. Notify the stakeholder of the situation and submit the project management plan for sponsor approval.

**Correct Answer: D**

**QUESTION 631**

A project manager is aware of a high-risk item prior to starting a project. The project manager has completed a risk analysis and concluded that the risk is a positive, high-impact, and low-probability one. What should the project manager do?

- A. Conduct a cost-benefit analysis.
- B. Facilitate a risk-brainstorming session.
- C. Take action to capture the positive effect of uncertainty.
- D. Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

**Correct Answer: C**

**QUESTION 632**

A project manager for a large, ongoing film project is under a tight deadline to finish each of the project's three phases. The executives have decided to increase the budget and time to ensure their standards are met. The project manager has updated the schedule to reflect the increases. What should the project manager do next?

- A. Review the requirements in the quality management plan.
- B. Communicate the updated schedule to the stakeholders.
- C. Add the tasks mentioned to the schedule management plan.
- D. Update the success criteria in the scope management plan.

**Correct Answer: C**

**QUESTION 633**

Which of the following techniques is used during Control Scope?

- A. Cost-benefit analysis
- B. Variance analysis
- C. Reserve analysis
- D. Stakeholder analysis

**Correct Answer: B**

**QUESTION 634**

A quality assurance subject matter expert (SME) discovered that the formulation team did not follow compliance procedures while manufacturing a drug. What should the project manager have done to prevent this issue?

- A. Reviewed the quality management plan
- B. Reviewed the quality metrics document
- C. Reviewed the quality improvement methods
- D. Reviewed the quality baseline document

**Correct Answer: A**

**QUESTION 635**

At the end of a project, the client accepts the product specification, but the sponsor does not. The sponsor says the quality of the product is too high, and will cost too much to produce at the correct price point. The project manager responds to the sponsor that the quality is fulfilled as planned. What should the project manager do next?

- A. Ask the sponsor to issue a change request.
- B. Deliver the product without any changes according to the project management plan.
- C. Request additional budget and/or time to complete the product with the required quality.
- D. Organize a team meeting to discuss the sponsor change.

**Correct Answer: D**

**QUESTION 636**

A project's scope is to procure and deploy 25 units of equipment that was requested by a specific stakeholder. During unit testing, this stakeholder states that it is not working as expected. The procurement team had previously verified that the correct units were received. What should the project manager do next?

- A. Return the units to the supplier since they did not meet the specified requirements.
- B. Contract the supplier to resolve the issue, and continue to deploy the equipment to stay on schedule.
- C. Ask the stakeholder to provide detailed specifications for the proposed equipment.
- D. Resolve the concerns with the supplier and project team, and initiate the associated risk contingency plan.

**Correct Answer: C**

**QUESTION 637**

A project manager meets with key stakeholders to set clear project expectations. What tool or technique should the project manager use?

- A. Product analysis
- B. Facilitation
- C. Expert judgement
- D. Multicriteria decision analysis

**Correct Answer: D**

**QUESTION 638**

A project manager is leading a new project that involves cross-functional requirements and changes. Some key stakeholders are resisting the changes. What should the project manager do?

- A. Conduct a facilitation workshop.