B. Plan a team-building exercise.
C. Gather stakeholder requirements.
D. Ask the project management office (PMO) for assistance.

Correct Answer: A

QUESTION 639
A project manager has been asked to determine the most appropriate project implementation methodology for a project where the deliverables are clearly defined, but the funding has a high degree of uncertainty. The funding for each deliverable is subject to the acceptance of the prior deliverable by the customer, otherwise the project will be terminated. Which project approach is the most suitable?

A. Predictive
B. Iterative
C. Incremental
D. Agile

Correct Answer: B

QUESTION 640
For this past six months, a project manager has struggled with defining a project's scope. The project team has been working with the customer to make small adjustments to the requirements, but is taking longer than expected. What should the project manager do to complete the scope?

A. Conduct a data-gathering meeting to review the collected requirements.
B. Internally finalize the requirements with the team, and share them with the client.
C. Facilitate a workshop to agree on the final requirements.
D. Provide training to the team on collecting requirements best practices.

Correct Answer: C

QUESTION 641
A university has a project to implement a new online application system for new entrants. The pilot solution shows that a significant number of applications have captured incomplete and inaccurate data. The project team, subject matter experts (SMEs), and key stakeholders held a workshop to investigate the causes of these errors. Which of the following is a technique the project manager should use with the team to focus on the right areas to make changes that could improve the quality of the data-capture process?

A. Cause-and-effect diagram
B. Affinity diagram
C. Influence diagram
D. Fishbone diagram

Correct Answer: B

QUESTION 642
A project manager has been hired to develop a product for a multinational company. While writing the key deliverables for the project charter, the project manager has two technology options and is unsure of which to use. One is safer and the other is cheaper. What should the project

manager do to determine the key deliverables for the project?

A. Establish requirements with the project sponsor.
B. Choose the best option based on the project manager's experience.
C. Meet with the client to understand their technological requirements.
D. Use the cheaper technology in order to maintain the budget.

Correct Answer: C

QUESTION 643
During a project to create an organizational business plan, the project manager facilitates a strengths, weaknesses, opportunities, and threats (SWOT) analysis workshop with senior management. What process is the project manager implementing?

A. Plan Risk Management
B. Identify Risks
C. Perform Qualitative Risk Analysis
D. Plan Risk Responses

Correct Answer: B

QUESTION 644
A project manager is in the process of developing the cost management plan on a new project, which is based on the approved project charter's information. This is an innovative project and the company has not delivered a similar project in the past. What should the project manager do next?

A. Use the project charter's deliverables for analogous estimating.
B. Ask the project team to find similar projects outside the company.
C. Develop the work breakdown structure (WBS) for bottom-up cost estimating.
D. Define a draft budget with a contingency to cover unknowns.
Correct Answer: D

QUESTION 645
A project manager is drafting the quality management plan for a large project. Based on recent experiences with similar projects, the project manager knows that some subcontractors are prone to using less-experienced resources, resulting in insufficient quality deliverables. How should the project manager minimize any quality issues that may arise?

A. Mandate and perform full inspections on all milestone deliverables.
B. Increase the frequency of quality checks during the project life cycle.
C. Amend the subcontractor contracts with penalty clauses for this scenario.
D. Include minimum qualification requirements for resources in the quality management plan.

Correct Answer: B

QUESTION 646
A project management office manages a number of aspects including the:

A. Project scope, schedule, cost, and quality of the products of the work packages.
B. Central coordination of communication management across projects.

C. Assignment of project resources to best meet project objectives.
D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level.

Correct Answer: D

QUESTION 647
After the start of a project, a key resource informs the project manager of an oversight in the proposed solution that may result in delays to the project. The project manager informs the project team, but emphasizes that the project deadline must still be met. What should the project manager do next?

A. Start the change request process.
B. Re-baseline the project to ensure the deadline is met.
C. Inform the project sponsor that the deadline is not achievable.
D. Hold a meeting to inform all project stakeholders.

Correct Answer: D

QUESTION 648
A project manager working with a risk-averse financial firm has just started a new project. The project sponsor is extremely concerned that the project may run over budget and is looking to the project manager for confirmation that this won't happen. In order to alleviate the sponsor's concern, what should the project manager do?

A. Perform a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
B. Use historical data analysis.
C. Create the probability and impact matrix.
D. Run a Monte Carlo simulation.

Correct Answer: D

QUESTION 649
A project manager is beginning a new project where the sponsor and main stakeholders have a specific protocol and confidentiality requirements. Some of these stakeholders have not collaborated with each other or with the project's domain previously. Which data-gathering technique should the project manager primarily use to define the requirements?

A. Interviews
B. Brainstorming
C. Focus groups
D. Benchmarking

Correct Answer: C

QUESTION 650
The building of an industrial plant has been stopped for four months due to region-specific prohibitions. What should the project manager have done to avoid this issue?

A. Made a prioritized list of the project constraints
B. Crashed the project schedule
C. Identified this as a risk in the risk log

D. Documented all assumptions

Correct Answer: C

QUESTION 651
A successful project manager joins a strategic project with top talent from multiple departments. However, these high-performing team members experience constant distractions from their functional managers, which impacts quality and productivity. What should the project manager do to get the team back on track?

A. Ask team members to redirect all requests from their functional managers to the project manager.
B. Consult peers for recommendations on how to manage this situation.
C. Meet with the functional managers to discuss the allocation of team members.
D. Request that functional managers be trained on how to operate in a matrix organization.

Correct Answer: A

QUESTION 652
Market research shows that developing new features in a best-selling product will be vital to a company's future. A project manager identifies risks in this development, which could lead to losses for the company. What should the project manager do next?

A. Hire a specialist to develop the work.
B. Plan the risk response.
C. Request a meeting with the marketing department.
D. Meet with the project team to monitor and control risk.

Correct Answer: B

QUESTION 653
In line with a company's strategic objectives, a critical efficiency improvement project is authorized in next year's business plan. However, one of the key stakeholders responsible for post- implementation operations is strongly against the project due to its high investment and limited benefits. What should the project manager do?

A. Discuss the concerns with the key stakeholder, and escalate it to the sponsor for direction.
B. Conduct a one-on-one brainstorming session with the stakeholder to clearly understand their concerns.
C. Perform a comprehensive stakeholder analysis, and influence stakeholders accordingly.
D. Invite all stakeholders to discuss the concern and vote on a future course of action.

Correct Answer: B

QUESTION 654
A test manager informs a project manager about a one-week schedule delay to complete the testing phase. What should the project manager do next?

A. Fast track the schedule.
B. Check whether this task is on the critical path.
C. Negotiate with the customer for a change in the schedule.
D. Crash the schedule.

Correct Answer: B

QUESTION 655
The sponsor of a project requests to see a prototype for a project deliverable. Three options are provided, and the sponsor accepts one of these options. While implementing the deliverable, a team member informs the project manager that the approved sample does not meet a particular government standard, and will not be suitable for use. What should the project manager have done to avoid this mistake?

A. Verify that the samples provided conform with quality standards.
B. Request that the sponsor check the quality reports before making a decision.
C. Conduct quality assurance during the project.
D. Consult the lessons learned archive for sample acceptance.

Correct Answer: C

QUESTION 656
During the contacting process for the construction of new company headquarters, the project manager invites three vendors that offer a key item for the building's functionality to bid on the project. What document defines the services to be priced by vendors?

A. Request for information (RFI)
B. Scope of work
C. Project charter
D. Statement of work (SOW)

Correct Answer: D

QUESTION 657
While performing an earned value analysis (EVA), a project manager notices that the cost performance index (CPI) is not what was expected. The project manager investigates and is unable to locate purchase orders or receipts for items used in the project. What should have been used to prevent this from occurring?

A. Audits
B. Inspections
C. Data analysis
D. Risk management

Correct Answer: A

QUESTION 658
A project manager is advised to use a tornado diagram in an information technology activity. What project risk management technique should the project team use?

A. Qualitative risk analysis
B. Quantitative risk analysis
C. Probability distribution
D. Expected monetary value analysis