

PMI PMP® - Quiz Questions with Answers

Business Environment

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1.

As the project leader, you are considering ordering parts from abroad to minimize costs while formulating the project's budget. However, the country you plan to order from has recently announced changes in its economic policy to boost its economy. What should be your primary action in response to this development?

Capture the changes in the exchange rates

Capture the changes in the issue log

Capture the changes in the lessons learned

Capture the changes in the risk register

Correct answer: Capture the changes in the exchange rates

In response to the announced economic policy changes in the country from which the parts are to be ordered, the project manager should focus on capturing potential changes in exchange rates. Economic policy alterations in a country can significantly impact exchange rates, which in turn can affect the cost of procuring materials from that country. Therefore, it is crucial for the project manager to closely monitor these fluctuations and incorporate any changes in exchange rates into the project's budget development process. This approach ensures that the budget remains accurate and reflective of the current economic realities, thereby mitigating financial risks associated with currency exchange rate volatility.

Capturing the changes in the issue log or lessons learned is not as relevant in this situation, as they are typically used to track and document issues and lessons learned during the course of the project.

Capturing the changes in the risk register is not the best action since this is not a risk but a soon-to-materialize change.

2.

Tim is managing a project where there are teams in different locations around the world to obtain cost savings for the company. An organizational guideline requires that at least 35 percent of the work should be done from a remote location. What is this an example of?

A constraint

A choice

An assumption

An organizational asset

Correct answer: A constraint

Constraints are factors that limit the execution of a project or process.

A guideline is an instruction that needs to be followed by people working in an organization.

An assumption is an idea considered as true without proof. It doesn't apply to this situation.

An organizational asset is a broad term that refers to any plans, processes, procedures, knowledge bases, etc. of an organization.

3.

Aydena is a seasoned project manager who receives news that a new law has been passed that requires tougher protocols to be adhered to. She needs to get familiar with the new law to figure out how it may affect her projects. What technique will Aydena BEST use in this situation?

Expert judgment

Risk mitigation

Decomposition

Servant leadership

Correct answer: Expert judgment

Gaining understanding and expertise with the newly passed law will provide the project manager with insight into how it may affect the project. Expert judgment is often performed within the Direct and Manage Project work process.

"Risk mitigation" is incorrect. This technique involves developing strategies to reduce the likelihood or impact of identified risks. It is not directly related to Aydena's need to understand the new law and its potential impact on her projects.

"Decomposition" is incorrect. This technique involves breaking down the project scope into smaller, more manageable components.

"Servant leadership" is incorrect. This is a leadership style that emphasizes serving the needs of others and empowering team members to achieve their goals.

4.

Becky is coordinating a meeting that involves the formal approval of the project management plan. Before the meeting is even scheduled, the organization releases an immediate leadership restructuring that will affect the project and key stakeholders who are involved. What is Becky's BEST course of action now?

Update the stakeholder register.

Postpone the meeting to a later date.

Divert the project into Agile methodology.

Capture the information in the lessons learned repository.

Correct answer: Update the stakeholder register.

The project manager needs to update the stakeholder register to update the new organizational structure. This will provide the correct information when coordinating meetings with stakeholders. The stakeholder register doesn't need a change request for updates.

"Postpone the meeting to a later date" is incorrect. Although this is a possibility, the question states the meeting is not scheduled yet.

"Divert the project into Agile methodology" is incorrect. The main issue in this case is the leadership restructuring, not the methodology that is being used.

"Capture the information in the lessons learned repository" is incorrect. The lessons learned from this restructuring can be recorded at the end of the planning phase alongside the project team.

5.

Brit is leading a water treatment project and has just been notified that a new law has been passed regarding water treatment procedures. She needs to gather more information and understand the new law to get a better understanding of the impact it may have on her project. What is Brit's BEST course of action?

Utilize expert judgment

Update the risk register

Utilize decomposition

Update the scope baseline

Correct Answer: Utilize expert judgment

Expert judgment is used to provide expertise in a specific knowledge area. Gaining expert judgment on laws, legislation, and regulations pertaining to the project will provide better guidance and insight on how the project may be affected.

Updating the risk register, utilizing decomposition, or updating the scope baseline are not the best course of action in this specific situation as they do not directly address the need to understand the new law and its potential impact on the project.

6.

A team is developing a hotly anticipated gaming software release for a popular gaming console. Several weeks into the project, the manufacturer of the gaming console announces a recall because of the risk of potential electrical fires caused by a short in one of the components of the console. This will affect the release of the product and potentially some of the code itself. The team works with the product owner to refine the stories based on these changes and unknowns. Which of the following BEST describes what the team has updated?

Backlog

Risk register

Scope

Lessons learned register

Correct answer: Backlog

Backlog is correct because it is the ordered list of the work of a project in story form. Backlogs are refined and updated as a project progresses and work is able to be defined.

Risk register is incorrect because it is not comprised of stories.

Scope is incorrect because, although it may be affected by the recall described in the question, it is not a set of stories to be refined.

Lessons learned register is incorrect because it is used to record knowledge gained during a project, phase, or iteration. It does not record user stories.

7.

Bamidele works at a firm where her responsibilities include selecting the right projects and programs, prioritizing work, and providing the necessary resources. Her primary objective is to manage all the programs, projects, and operations to meet the organization's strategic objective.

What type of work is Bamidele performing?

Portfolio management

Program management

Project management

Operations management

Correct Answer: Portfolio management

A collection of projects, programs, subsidiary portfolios, and operations are contained in a portfolio. The primary objectives that are listed in the scenarios dictate that portfolio management is being conducted.

Bamidele is performing a broader management way of just focusing on programs, projects, or operations alone.

8.

Rowen is in a meeting with various project managers within his department to improve processes within the organization. Rowen presents the program's mission and authority relationships. A new stakeholder asks Rowen what the mission and authority relationships represent to the current organization.

What is Rowen's BEST choice for an answer?

Enterprise environmental factors

Organizational process assets

Matrix organization

Quality assurance

Correct answer: Enterprise environmental factors

The program's mission statement and authority relationships are external to the project team and project managers. All factors or conditions that lie outside the project but within the organization are considered enterprise environmental factors.

"Organizational process assets" is incorrect. It refers to the processes, policies, procedures, and knowledge bases specific to the organization.

"Matrix organization" is incorrect. It refers to a type of organizational structure where employees report to both functional and project managers.

"Quality assurance" is incorrect. It refers to the process of ensuring that project deliverables meet the required quality standards.

9.

Antonia is managing a project and is in the process of figuring out the budget. Her project requires parts that are manufactured by vendors overseas. A new law within the country where the vendor resides is being implemented that changes economic policy. What is Antonia's BEST course of action?

Capture the changes in the exchange rates

Change the business case

Access the management reserves

Capture the information in the lessons learned

Correct answer: Capture the changes in the exchange rates

The changes that occur in another country's economic condition can cause exchange rates to be very dynamic. The cost of goods purchased overseas is ultimately affected by the changes in exchange rates. The project manager will need to evaluate and keep track of the exchange rate as the project budget is developed.

The business case is a document issued by the sponsor that doesn't include external business factors or change logs.

The question doesn't suggest this law will increase the project costs so accessing the management reserves is incorrect.

The lessons learned register is updated after an analysis of the impact of the issue and what the team can do to avoid similar scenarios.

10.

In the early stages of a project, the project manager discovers that a team member lacks the qualifications they initially claimed during the hiring process, posing a substantial risk due to skill gaps and eroded trust. The project manager is planning to terminate this team member's employment and seek a replacement. He wants to consult HR management policies to guide him in the right direction. Where should the project manager look?

Review the enterprise environmental factors

Review the resource management plan

Consult the team charter

Consult the team member's functional manager

Correct answer: Review the enterprise environmental factors

Enterprise environmental factors encompass various business aspects, such as the organization's human resource management policies related to employment decisions. The initial step should involve a review of these policies to determine the appropriate course of action.

Checking the resource management plan wouldn't offer guidance on team member termination and replacement.

Similarly, referring to the team charter wouldn't provide insights into the proper procedures for hiring and firing.

While consulting the team's functional manager might be beneficial, that should ideally occur after obtaining a clear understanding of the enterprise environmental factors, specifically the human resource management policies.

11.

A telecom company in the United States is setting anticipatory business objectives around new technologies being introduced in Europe. Which of the following enterprise environmental factors that affect their decision-making is not internal to the company?

Marketplace conditions

Organizational governance

Employee capability

Resource availability

Correct answer: Marketplace conditions

"Marketplace conditions" is correct because they exist outside the organization. These conditions include things like competitors, market share, brand recognition, and trademarks.

Organizational governance, employee capability, and resource availability are all factors internal to the organization.

12.

Debbie is the project manager for a new manufacturing project. She knows there is some potential upset in the labor market that could affect her project because of a planned labor strike contingent upon large players in the industry making changes. It is unclear whether or when it will occur. Which of the following best describes what Debbie should do to assess the feasibility of the project schedule she is planning?

What-if scenario analysis

Root cause analysis

Affinity diagram

Nothing; the strike either happens or it doesn't.

Correct answer: What-if scenario analysis

A What-if scenario analysis allows multiple scenarios to be run to determine the feasibility of scheduling items. If the labor strike happens, what impact will it have on the schedule? If it happens early in the project but ends quickly, how does that affect the impact? These are the types of questions that can be answered by a what-if scenario analysis. They are especially helpful for determining possible impacts from external conditions.

A root cause analysis determines the causes of problems, and in this case, the cause is not the main factor to consider.

An affinity diagram shows grouped ideas for further review and analysis, not the potential impact of various scenarios.

Doing nothing will raise the level of uncertainty and therefore increase the overall project risk.

13.

A company has a mission that incorporates volunteer work for all employees into their working time. Staff is given time away from their projects so that they can volunteer with the cause of their choice. Which of the following best describes the enterprise environmental factor within the organization in this scenario?

Organizational culture

Social influence

Political climate

Marketplace conditions

Correct answer: Organizational culture

Organizational culture includes aspects of an organization such as mission, values, beliefs, cultural norms, and leadership style. It is also the only option listed that is an internal factor.

Social influence is incorrect because it refers to an external influence and the question asks about factors related to the organization.

Marketplace conditions and political climate are external influences and do not refer to the corporate mission of incorporating volunteer time.

14.

Stephan, the CEO, resigns, leaving a gap in corporate leadership. The board of directors appoints an acting CEO while they mount a search for a permanent replacement. Stephan was very supportive of a company program that created and implemented employee benefits packages, even personally vouching for their success to the board when they expressed concerns. The acting CEO has no experience with this type of program and does not understand its value. Which of the following best describes what the program team lead should do?

Update the risk register

Create a decision tree

Approach the board with concerns

Nothing; the board will handle the CEO search

Correct answer: Update the risk register

Updating the risk register is the correct answer because the change in leadership, an internal organizational factor, is a risk to the projects in the program. A decreased level of support from executive leadership can have negative effects on the program, and it should be recorded in the risk register so that it can be properly tracked and managed.

A decision tree depicts branches of possible answers to decision questions; it does not refer to assessing or evaluating the impact of the CEO change.

Approaching the board with concerns is incorrect because the risk of the CEO change has not yet been recorded or evaluated.

While it is true the board will handle the CEO recruitment, doing nothing is not the best option because it does not address the potential impact on the program.

15.

You are leading a project that will need to get a few documents signed off by various leaders within the company in different parts of the world. The document was denied due to not meeting standards within these countries. What is your BEST course of action?

Perform quality control checks

Escalate to the project sponsor

Talk to the senior stakeholder

Update the risk register

Correct Answer: Perform quality control checks

Quality control checks are part of the quality control process that verify the project outputs are correct, complete, and meet the customer's expectations. The situation explains that the documents were inaccurate with quality concerns and must be tailored to the region's regulations before stakeholders sign off on the document.

Escalating to the project sponsor or talking to the senior stakeholder is not necessary at this stage and may not address the root cause of the issue.

Updating the risk register is necessary if the issue is identified as a risk to the project. However, performing quality control checks is the most important step in addressing the issue and ensuring the documents meet the necessary standards.

16.

An unanticipated change in government regulations has impacted your project schedule and created a delay. On investigation, you have determined you can bring the project back on schedule by assigning two new team members to work on a specific project deliverable. What should you do FIRST to resolve the issue?

Submit a change request

Reach out to the functional manager

Perform resource leveling

Develop a schedule

Correct answer: Submit a change request

Since this question focuses on what a project manager should do first, the best answer here would be to submit a change request since the options have been provided and the situation has been evaluated.

Reaching out to the functional manager would not be relevant in this situation as it does not address the issue of the delay caused by the change in government regulations.

Developing a schedule would not be appropriate as the project schedule already exists, and the issue is the delay caused by the change in government regulations.

Performing resource leveling should be done after the project manager gets approval on the change request.

17.

Taylor is a very experienced project manager and wants to ensure those on the project understand the value of continuous improvements. She coaches the team to evaluate any type of incremental improvements that may aid the development process. What is Taylor recommending to the project team?

Kaizen

Ishikawa

Change management

Agile

Correct answer: Kaizen

This is a Japanese word that translates to "improvement." Kaizen enforces the approach of making incremental changes in small steps throughout the project. By incorporating this approach, the team may optimize quality and efficiency.

Ishikawa is a quality management tool used to identify the root cause of a problem.

Change Management is a process for managing changes to a project's scope, schedule, and budget.

Agile is a project management methodology that emphasizes flexibility and adaptability.

18.

Emil has just completed a project with a timeline of about 14 months. He is happy that the project is finally done but is concerned about the schedule and cost overruns. Emil wants to conduct another cost-benefit analysis. Which document should Emil review?

Business case

Scope baseline

Cost management plan

Lessons learned repository

Correct Answer: Business case

This document contains the economic feasibility study that was used to establish the project's benefits. The business case also includes the cost-benefit analysis for the entire project. The information gathered will be used by the project manager to verify the schedule and cost data.

The scope baseline document includes the project scope statement, work breakdown structure (WBS), and WBS dictionary, which are used to define and manage the project scope.

The cost management plan document includes the processes and procedures for planning, estimating, budgeting, and controlling costs throughout the project.

The lessons learned repository document includes the knowledge gained from the project, including what went well, what did not go well, and what could be improved in future projects.

19.

You are part of an organization that has a project management office (PMO). The senior project manager believes that a systems upgrade project is needed and aligns with the long-term business strategy of the organization. A steering committee meeting is scheduled to take place.

What is the senior project manager's BEST course of action?

Build the business case

Choose a project manager to run the project

Choose a project sponsor

Present the details of the system upgrade at the meeting

Correct Answer: Build the business case

The senior project manager's best course of action in this situation is to build the business case. Building the business case involves identifying the problem or opportunity that the project aims to address, analyzing the costs and benefits of the project, and presenting a compelling argument for why the project should be undertaken. By building a strong business case, the senior project manager can demonstrate the value of the systems upgrade project and gain support from the steering committee and other stakeholders.

Presenting the details of the system upgrade at the meeting will be premature without first building a strong business case to support the project.

Choosing a project manager to run the project is not the best course of action until the project has been approved and authorized.

Choosing a project sponsor is also not the best course of action until the project has been approved and authorized.

20.

Mufasa has begun a project to establish a plastic manufacturing plant that is located in a different country. Shortly after, he is informed that the company acquired a well-known organization specializing in plastic manufacturing. What should Mufasa do next?

Terminate the project

Continue with the project

Update the issue log

Update the stakeholders engagement plan

Correct Answer: Terminate the project

The situation suggests that there is no need to continue with the intended project. An organization has been acquired into the existing company that specializes in the line of work. The project will need to be terminated because the company no longer needs it.

Continuing with the project is not the best course of action because the acquisition will have a big impact on the project and its stakeholders.

Updating the issue log is not the best course of action because the acquisition is not necessarily an issue that needs to be logged.

Updating the stakeholders engagement plan is incorrect as the project will be canceled.

21.

Grant is a project manager working for a company that manufactures fishing equipment and accessories. They make everything from lures and hooks to life preservers. Some of the projects he manages have very detailed quality management plans with lots of documentation about compliance, while others are short and informal. Which of the following BEST explains why this could be?

Some of the products the company makes have industry and regulatory standards.

Some quality management plans are more broadly framed than others.

Some projects do not have quality management objectives.

Some projects are a lower priority for the company.

Correct answer: Some of the products the company makes have industry and regulatory standards.

Lures and hooks are fairly simple in terms of manufacturing, and the projects that produce those products may not need to document governmental safety regulations as part of their quality management plans. However, the manufacture of life preservers is governed by a set of standards for safety that are required by the government and the industry. A project's quality management plan includes any quality standards, especially those required by safety and regulatory compliance.

Some quality management plans are more broadly framed than others, but this is not the best explanation for Grant's particular situation because we know some of his projects involve regulatory compliance.

Even if the quality management plan is informal and brief, all of Grant's manufacturing projects need quality management objectives.

Even if it were true that some projects are a lower priority for the company, it would not explain why one quality management plan would be any more or less comprehensive than another.

22.

Cruz is managing an Agile project and has just begun consolidating the project deliverables. The sponsor elaborates on the significance of having stakeholders notified of the progress more often. What is Cruz's BEST course of action?

Provide a product demonstration at each iteration

Perform earned value analysis

Provide weekly data analysis

Capture the information in the stakeholders engagement plan

Correct answer: Provide a product demonstration at each iteration

The situation dictates that the best possible action is to hold an iteration review. This meeting is an Agile event to keep stakeholders informed of the value gained. It is recommended the team demonstrate the product at each iteration to provide value to the customer.

While earned value analysis is an important tool for measuring project performance, it won't directly address the sponsor's concern about stakeholders being notified of the progress more often. It is more focused on measuring the project's performance against the project plan.

While providing weekly data analysis may help keep stakeholders informed about the project's progress, it won't be as effective as providing a product demonstration at each iteration. Data analysis can be difficult for stakeholders to interpret, whereas a product demonstration provides a tangible representation of the project's progress.

While capturing information in the stakeholders engagement plan is important for managing stakeholder expectations, it won't directly address the sponsor's concern about stakeholders being notified of the progress more often. It is more focused on managing stakeholder relationships and meeting their needs.

23.

You have just completed a project for a management and consulting firm. You obtained project acceptance and the final payment and are now preparing the final project report. The report will contain valuable information on whether the project has met the benefits that were identified. You will now need to consolidate the information and understand the intended project benefits. What is your BEST course of action?

Review the business documents

Review the agreements

Distribute a survey to key stakeholders

Review the quality assurance plan

Correct answer: Review the business documents

The business case and the benefits management plan are contained in the business documents. The benefits management plan will contain information about the intended project benefits that the project manager will need.

While reviewing the agreements may provide some information on the project benefits, it is unlikely to provide a comprehensive understanding of whether the project has met those benefits.

Distributing a survey at this stage will be too late in the project life cycle to make any meaningful changes.

While reviewing the quality assurance plan may provide some information on the project benefits, it is unlikely to provide a comprehensive understanding of whether the project has met those benefits.

24.

Mario has been assigned a project to build a shelter in a region where a hurricane recently demolished it. Which specific factor led to creating the project for Mario to manage?

Social need

Market analysis

Legal requirements

Humanitarian mandate

Correct answer: Social need

The situation best describes addressing a social need in the environment. Social needs often include providing water systems, latrines, sanitation criteria, and more. The area has just been demolished by a hurricane, so a social need has to be addressed.

Market analysis involves researching and analyzing market trends and competition to make informed business decisions.

Legal requirements refer to laws and regulations that must be followed in a particular industry or jurisdiction.

Humanitarian mandate is not a defined project initiation factor.

25.

As part of his organization's yearly corporate goals, Ralph is leading an effort to transition the office building to a more environmentally sustainable position. Part of his project involves phasing out some of the disposable goods in the kitchens on each floor in favor of reusable mugs and spoons. The staff in Ralph's office has generally been amenable to change in the past and has complied with little deviation after just one or two emailed reminder memos, but he knows how tied people are to their morning coffee and their routines. To gain compliance quickly and with as little friction as possible, which of the following BEST describes what Ralph should do?

Send the typical email memos and hang friendly reminder posters in each kitchen.

Forgo the emailed reminders; just hang posters in the kitchen where people will see them.

Email a memo detailing the penalties for violating the new policy.

Deliver printed memos to each desk.

Correct answer: Send the typical email memos and hang friendly reminder posters in each kitchen

It is the project manager's responsibility to support organizational change as well as the project's objectives. In this case, Ralph assessed his organization's culture and determined that communicating both formally (emailed reminder memos) and informally (friendly posters in the kitchens) would make the most impact.

Organizational culture is a key enterprise environmental factor to consider, especially when working on an internal project.

Forgoing the emailed memos and hanging posters in the kitchens is incorrect because Ralph knows that his coworkers respond well to emailed memos, and his goal is quick adoption with little friction.

Emailing a memo detailing the penalties for violating the new policy is a harsh approach and would be unlikely to accomplish Ralph's goal of gaining compliance with as little friction as possible.

Delivering printed memos to each desk does not align with past good responses to emailed memos; it would not be likely to accomplish Ralph's goals.

26.

Dean is in the initiation stage of a new project. He is preparing a meeting to conduct a benefits analysis and to validate the project's alignment with the expected business value. What is Dean's best course of action to prepare for the meeting?

Review the business documents

Review the project management plan

Review the quality assurance plan

Review the project sponsor's notes

Correct answer: Review the business documents

The business documents include the business case and the benefits management plan and are part of the pre-project work to be conducted. The documents will include information that can be used to prepare for the meeting.

"Review the project management plan" is not correct. In the initiation phase, the project management plan is still in the works.

"Review the quality assurance plan" is not correct. In the initiation phase, the quality assurance plan is still in the works.

"Review the project sponsor's notes" is incorrect. The sponsor's notes should already be reflected in the business case and benefits management plan.

27.

A project manager would like to start using Agile methods for projects. The organization has used traditional, predictive methods up to this point. The project manager sets a deadline for starting to use Agile methods and expects all projects to use them after that date. Is this approach appropriate?

No, the transition to Agile should be done incrementally.

No, an organization that uses predictive methods cannot switch to Agile.

Yes, accountable deadlines are important in project management.

Yes, the methodology is determined by the project management group.

Correct answer: No, the transition to Agile should be done incrementally.

With a focus on training and coaching, Agile methodology should be introduced in segments to ensure a smooth rollout and commitment from all stakeholders. This is especially true if Agile methodology is completely new to an organization. Setting a deadline and changing methodology abruptly does not set the organization up for success.

Organizations can make the change to Agile when appropriate, but with proper onboarding and commitment.

Deadlines are important, but abruptly changing to Agile methods because of a deadline is ill-advised.

The decision to use Agile methods must be based on the evaluation of an organization's readiness to change and should not be determined by the project management group.

28.

You are part of an organization with a controlling Project Management Office (PMO). You have been asked to assist with updating the guidelines for project compliance within its operations. Which of the following BEST represents a guideline for a controlling PMO?

Use specified templates and forms

Follow local health regulations

Have direct control over projects

Have authority over management reserves

Correct Answer: Use specified templates and forms

A controlling project management office can enforce the use of specific forms and templates for the project teams to adhere to. This action will enforce a reduction in administrative burdens. The various types of PMOs are supportive, controlling, and directive.

"Have direct control over projects" is incorrect. This option describes a directive PMO, which takes control of the projects by directly managing them.

"Follow local health regulations" is incorrect. While following local health regulations is important, it is not a guideline specific to a controlling PMO.

While PMOs may have authority over management reserves, this is not a guideline specific to a controlling PMO.

29.

A consortium of organizations is developing an online platform for volunteer matching in communities across the state. The stakeholders are dispersed among seven not-for-profit organizations with offices in four cities. They have not worked on a project this technically complex before. For stakeholder input and needs to be properly assessed, which of the following best describes a coarse-grained model the team lead could suggest?

Prototype

Persona

Wireframe

Template

Correct answer: Prototype

Prototypes allow stakeholders to see and review functionality and features before a final product is completed. They are able to provide feedback, and gaps in needs and expectations can be addressed before going on to a more fully developed build.

A persona is a narrative about stakeholders and their needs used to create a context in which a user might interact with a product.

A wireframe is a visual representation of the skeletal framework of a product.

A template is a predefined document format.

30.

An architecture firm has taken on a pro bono project to design an addition for a local nonprofit hospital. The addition will be a new wing of the building fully dedicated to pediatrics. The firm has experience with architecture for medical purposes, but this will be their first pediatric project. Which of the following BEST describes what the firm should do?

Consult experts

Review past medical projects' lessons learned registers

Consult patients

Rely on experience within the project team

Correct answer: Consult experts

Consulting experts is correct because there may be industry-specific concerns for the pediatric wing project that did not apply to their previous medical projects. Experts can provide information that can influence project planning and execution.

Reviewing past medical projects' lessons learned registers is incorrect because, although it is typically wise to review lessons learned registers, subject-matter experts would provide needed information about pediatric considerations in architecture that could not be learned from the firm's previous projects.

Consulting patients is incorrect because the patients are not experts who can provide industry-specific knowledge about pediatric medical architecture.

Relying on experience within the project team is incorrect because the question states that this is the first pediatric project for the firm. The experience in the team is unlikely to include the sort of knowledge required.

31.

Viktoriya is managing a hotel construction project and has just been informed of a new law that was passed. She needs to familiarize herself quickly with the new law and how the project will be affected. What is the BEST tool or technique Viktoriya should use?

Expert judgment

Decomposition

Lessons learned

Risks analysis

Correct answer: Expert judgment

Expert judgment involves seeking advice and guidance from individuals or groups with specialized knowledge or experience in a particular area. In this case, Viktoriya could consult with legal experts or professionals who are knowledgeable about the new law to gain a better understanding of how it will impact the hotel construction project.

Decomposition is a technique used to break down the project scope into smaller, more manageable components. It does not directly address the need to understand the impact of the new law on the project.

Lessons learned involve reviewing past projects to identify what worked well and what did not. While this technique may be useful in identifying potential risks or issues related to the new law, it does not directly address the need to quickly familiarize oneself with the new law and its impact on the project.

Risk analysis involves identifying potential risks to the project and developing strategies to mitigate or avoid those risks. While the new law may present potential risks to the project, risk analysis does not directly address the need to understand the impact of the new law on the project.

32.

Norla is coordinating a meeting to approve the project management plan. Before the meeting, she is notified the organization is undergoing a restructuring that is effective immediately. She will need to invite the rightful stakeholders to get their project management plan approved.

What is Norla's best course of action?

Update the stakeholder register

Cancel the meeting

Update the lessons learned

Update the scope baseline

Correct Answer: Update the stakeholder register

The situation dictates that the organizational restructuring will affect the list of stakeholders who will attend the meeting. The project manager will need to update the stakeholders register to reflect the changes immediately. By doing this, Norla will be able to identify the new stakeholders alongside their needs and expectations.

"Cancel the meeting" is not correct. Regardless of the attendees, the core information will remain the same. Norla might need to modify her speech to align better with the new stakeholders' expectations.

"Update the lessons learned" is not correct. The lessons learned register is updated in retrospective sessions at the end of a phase, cycle, or project.

"Update the scope baseline" is not correct. Although a restructuring could lead to a change in the project scope, Norla will need to first identify the stakeholders and their needs.

33.

Blaire is in charge of an Agile project and has been approached by the sponsor regarding their concerns. The budget for the project has been reduced significantly and unexpectedly. This will set the project back, and the project team will not complete the project backlog. What should Blaire do NEXT?

Coordinate a meeting with the team and product owner to prioritize the project backlog

Immediately terminate the project

Pause the project until funding is recovered

Reduce the scope of the project

Correct Answer: Coordinate a meeting with the team and product owner to prioritize the project backlog

The project manager will need to coordinate with the product owner, project team, and important stakeholders to determine what other value can be delivered with the decrease in budget. The project team will need to focus on business value deliverance within the constraints of time, cost, and scope.

Terminating, pausing, and reducing the scope of the project are decisions that are outside the project manager's responsibility. These decisions should always be backed up by facts and data from previous analysis.

34.

Alia is reviewing the business case for the project they have just been assigned. During their evaluation, they noticed an important part that needs to be included is missing from the feasibility study. What is Alia's BEST course of action?

Immediately inform the project sponsor about the issue

Ignore the problem until the project kick-off meeting

The project sponsor is responsible for the information.

Capture the issue in the issue log

Correct answer: Immediately inform the project sponsor about the issue

The business documents include the business case and benefits management plan. The business documents are not formally considered project documents and can't be updated or modified by the project manager. The project manager may talk to the project sponsor and provide recommendations.

"Ignore the problem until the project kick-off meeting" is incorrect. The kickoff meeting needs updated information from the business documents to align with the project objectives.

"The project sponsor is responsible for the information" is incorrect. Although the project manager doesn't have the power to update the files, they can suggest changes.

"Capture the issue in the issue log" is incorrect. Although recording this issue is needed, Alia needs to act to resolve it first.

35.

Two companies are partnering on a new development project. Both companies have financial oversight of the project and are keenly interested in resource allocation. The total budget authorized to complete the scheduled work is \$750,000 and the schedule baseline is 200 days. The resources are allocated evenly across the schedule baseline and the budget is consistent from day to day. By day 46, the work is 23% complete as scheduled.

What is the actual cost (AC) on day 46?

\$172,500

\$750,000

46

\$577,500

Correct answer: \$172,500

*AC (actual cost) is the cost spent to complete work during a specific time period. This question asks for the AC by day 46. We know that the budget is allocated evenly across the schedule and the overall work is 23% complete as planned. 23% of the overall budget of \$750,000 is \$172,500 ($\$750,000 * .23 = \$172,500$).*

36.

You are completing a project internal to the organization. You coordinate a meeting with the sponsor to determine the value of deliverables far after the project has been released. What type of document will be BEST to review before the engagement?

Benefits management plan

Project charter

Scope baseline

Risk matrix

Correct Answer: Benefits management plan

The benefits management plan explains how the deliverables should be maintained. The benefits management plan also defines the processes for sustaining, maximizing, and creating benefits provided by the project.

"Project charter" is not correct. This document can have a brief description of the agreed upon benefits but won't include all the details.

"Scope baseline" is incorrect. The scope baseline doesn't include the benefits analysis.

"Risk Matrix is incorrect. This artifact doesn't include benefit details.

37.

Tyler is the new vice president of his company's e-commerce division. After careful consideration, he recommends that his business group adopts Agile and adaptive project practices. Tyler has a very limited number of employees who are trained in Agile methods. To support this transformation, he decides to bring in an external Agile coach. Which of the following statements is NOT true about inviting an external Agile coach into his organization?

If the role of the servant leader has yet to be established, an external coach can replace the need for this role.

External coaches can provide unbiased and impartial views of the issues and challenges that may arise.

When the coaching capability is not yet developed within the organization, an external coach may be required.

External coaches have the advantage of experience and knowledge from working in a variety of organizations.

Correct answer: If the role of the servant leader has yet to be established, an external coach can replace the need for this role.

The role of a servant leader is vital to the success of Agile transformation and implementation. This role should not be replaced by an external Agile coach. An external Agile coach can help establish the role of a servant leader for an organization that is new to adopting Agile practices.

External coaches can provide unbiased and impartial views of the issues and challenges that may arise, since, as external consultants, they shouldn't have any conflicts of interest.

When the coaching capability is not yet developed within the organization, an external coach may be required to set the common ground and best coaching practices.

Getting an experienced agile coach who has the advantage of experience and knowledge from working in a variety of organizations is encouraged.

38.

Elaina is attending a meeting within her project's organization, and a senior executive mentions that the corporate structure is not in line with the company's future needs. She understands the advantages and competitive position of having projects in line with the organization.

What is Elaina's BEST response to the senior executive?

Projects will drive changes by moving the current state of the organization to the desired state.

The project manager will have to let the project sponsor elaborate.

She will capture the concerns in the issue log.

She will escalate the concern to the CEO.

Correct Answer: Projects will drive changes by moving the current state of the organization to the desired state.

The situation dictates that, from a business perspective, projects will drive changes in an organization. A project is typically developed and executed to take the organization from a current state to a desired future state.

"The project manager will have to let the project sponsor elaborate," will not directly address the senior executive's concerns and may not provide a solution to the issue at hand.

"She will capture the concerns in the issue log", may be a good idea to document the concerns, but it won't provide a solution to the issue.

"She will escalate the concern to the CEO," will not be necessary at this point and may not be the best course of action.

39.

Company X is considering four different projects.

Project A has an NPV (Net Present Value) of \$45,000, an IRR (Internal Rate of Return) of 10%, a payback period of 18 months, and a benefit-cost ratio of 2.25.

Project B has an NPV of \$75,000, an IRR of 12%, a payback period of 12 months, and a benefit-cost ratio of 0.75.

Project C has an NPV of \$20,000, an IRR of 8%, a payback period of 8 months, and a benefit-cost ratio of 1.95.

Project D has an NPV of \$70,000, an IRR of 13%, a payback period of 10 months, and a benefit-cost ratio of 1.0.

Which project should Company X choose if they are basing their decision on IRR?

Project D

Project A

Project B

Project C

Correct answer: Project D

When choosing a project based on the IRR, the company should choose the project with the highest IRR. Project D shows the highest IRR at 13%; therefore, it is the project that should be chosen.

40.

Scout is leading a project in a matrix environment. She has just been informed that her team will be reduced by three percent. Due to the information provided to her, she will need to coordinate more work with a team member who is only on her team part-time.

What is Scout's BEST course of action to have the member commit more of their time to her project?

Influence the team member's manager

Acquire more training

Submit a change request

Pause the project

Correct answer: Influence the team member's manager

Project managers will have little or no direct authority in a matrix environment. Influencing stakeholders will be the project manager's greatest tool to align the project strategy with the deliverables. Influencing includes abilities involving persuasion, articulation, and information gathering to address issues.

Acquiring more training or submitting a change request will not be effective in this situation as they do not address the immediate need for the team member's increased commitment.

Pausing the project is also not a viable option as it would delay the project and potentially cause further issues.

41.

Reggie is starting a new, large project with a high level of complexity and many environmental regulations to consider. He knows that a detailed management plan is going to be crucial to the success of the project. Which of the following BEST describes Reggie's starting point for initial planning?

Review the high-level project information in the project charter

Hold the project kickoff to engage stakeholders

Begin stakeholder identification to engage stakeholders

Get feedback from the team on the scope statement

Correct answer: Review the high-level project information in the project charter

The details in the question suggest that project initiation is done and project planning is beginning. The project charter is used as a starting point for project planning.

Holding the project kickoff to engage stakeholders is incorrect because this type of meeting usually comes at the end of the planning process, not the beginning.

Beginning stakeholder identification to engage stakeholders is incorrect because stakeholder identification has already happened if project planning is about to start.

Getting feedback from the team on the scope statement is incorrect because scope statements are created during planning, which has not yet started.

42.

Simone is midway through project execution and is contacted by the customer. The customer explains that due to organizational regulations changing, the project will need to be canceled. Simone is astonished at the news and consults with the project management office, who acknowledges the news.

What is Simone's BEST course of action next?

Check the termination clause of the project's contract

Capture the information in the lessons learned

Cancel the project immediately

Modify the project management plan to abide by the regulation

Correct answer: Check the termination clause of the project's contract

In any situation where the project needs to be closed, regardless of success or termination, the Close Project or Phase will need to be executed. In closing the project, the project manager will need to understand the termination clause to figure out what should be done next.

Capturing the information in the lessons learned and modifying the project management plan to abide by the regulation are also important steps, but they should be taken after the termination clause has been reviewed and the appropriate steps have been taken.

Canceling the project immediately is not the best course of action, as it would result in legal and financial consequences.

43.

You are in the middle of project execution and learn of a new government regulation that will impact a part of your project related to electrical installations. Fortunately, the risk was identified during planning with the contingency reserves appropriately allocated. You submit a change request, which is approved.

Which of the following documents will you need to update?

Risk register, scope baseline, activity list, change log

Cost baseline

Change management plan

Quality control plan

Correct answer: Risk register, scope baseline, activity list, change log

The situation dictates that a change request is submitted and approved. The risk register, scope baseline, activity list, and change log will all need to be updated as a result. It is in the best interest of the project manager to be aware of the cascading effects that a change can initiate and to be familiar with what documents will need to be updated.

"Cost baseline" is incorrect. The contingency reserves for this risk were already allocated.

"Change management plan" is incorrect. The question suggests the change management processes are already in place and working.

"Quality control plan" is incorrect. If the regulation was already identified in the risk register, that means that it should have been included in the quality management plan as well.

44.

You have been assigned a small amount of time to write up a project charter. The project is new to your department and will develop an IT system to help the sales team with more leads. Which of the following would LEAST likely help you clarify the influences on the project when writing the project charter?

The introduction of a new training course at another company

Infrastructure in place to support an IT solution

Regulatory standards that are about to be approved

Escalating costs of acquiring new customers

Correct answer: The introduction of a new training course at another company

You must consider many factors, such as the standards that are relevant to the project, the current and planned infrastructure of the organization, and prevailing market conditions when developing a project charter.

Infrastructure, regulations, and costs are examples of these factors.

45.

You are leading a project for a plastic manufacturing plant and have been notified by inspectors that they will be conducting their inspections in about a month. You have three weeks until your first deliverable is due. What is your BEST course of action to avoid delays and fines?

Perform a simulated inspection to verify deliverables

Ignore the inspector's notice

Capture the situation in the issue log

Extend the milestone date until after the inspection

Correct Answer: Perform a simulated inspection to verify deliverables

Inspections are typically conducted in the Control Quality and Validate Scope processes. Conducting a similar inspection as part of quality control could mitigate any types of fines, rework, or delays to verify the deliverables.

"Ignore the inspector's notice" is incorrect. Any new requirements or regulations should always be taken into account as part of the quality management plan.

"Capture the situation in the issue log" is incorrect. This is not a materialized issue. It could be recorded as a potential noncompliance risk.

"Extend the milestone date until after the inspection" is incorrect. The inspectors will expect the deliverable to be completed by the time the inspections start.

46.

Dina's company operates a commercial kitchen used by small producers to make small-batch specialty foods. She is renovating part of her kitchen space and adding some refrigeration equipment. Her project's quality management plan is lengthy and includes a number of formal compliance documents. Which of the following best explains the need for all that documentation?

Food preparation and handling is governed by regulatory requirements

Dina is afraid of being sued

This project is high-priority

Dina was unsure which regulations applied, so she included all safety requirements

Correct answer: Food preparation and handling is governed by regulatory requirements

Dina's business is regulated by government requirements for food safety. In order for her refrigeration project to align with her business objectives, she must follow these regulations and ensure compliance. If the compliance requirements are not documented, she runs the risk of non-compliance and the resulting negative consequences.

While it may be true that Dina is afraid of being sued, the compliance documentation is included in the quality management plan because of regulatory standards.

That this project is high-priority may be true, but it does not explain the inclusion of compliance documentation.

A project should not be initiated without an understanding of the standards that must be complied with to ensure success. Including all safety requirements just to be safe, will lead to inefficient use of time and resources.

47.

Jordan is leading a project to develop a new product. During the project execution phase, he learns that another company has already launched a similar product. Jordan remembers identifying this risk, documenting it during the planning phase, and placing it on the watch list.

What is Jordan's BEST course of action?

Analyze the risk impact on the objectives of the project

Submit a change request to access the contingency response plan

Escalate the information to the sponsor

Immediately terminate the project

Correct answer: Analyze the risk impact on the objectives of the project

Any type of risk that is placed on the watch list does not have a response plan. The situation dictates that the project manager will need to analyze the impact of the risk on the project objectives.

Submitting a change request to access the contingency response plan or immediately terminating the project is not necessary at this point, as the risk has already been identified and placed on the watch list during the planning phase.

Escalating the information to the sponsor may be necessary if the risk has a significant impact on the project's objectives or if additional resources or support are needed to address the risk. However, analyzing the risk impact should be the first step in determining the appropriate course of action.

48.

Myles is in a meeting with the project sponsor discussing the sponsor's idea of building multiple gazebos throughout the hotel's open areas. The sponsor expresses their thought that the hotel's senior management staff will offer their approval. Myles begins capturing the information the sponsor presents.

Where is Myles going to record the information resulting from this meeting?

Assumption log

Lessons learned repository

Lessons learned register

Requirements document

Correct answer: Assumption log

This document is used to capture project constraints and assumptions. The develop project charter process will include the assumption log during project initiation.

The lessons learned repository or register is a document or database that captures and stores information about lessons learned during the project. It is used to document what worked well and what did not work well during the project and to provide guidance for future projects.

The requirements document will use the assumption log as an input once the initiation phase has ended and the planning phase starts.

49.

Ravi is working on a project to develop vehicle safety software that will be used by a fleet management company. He is responsible for ranking the project work based on its business value to his customers. What role is he playing?

Product owner

Customer

Team facilitator

Project sponsor

Correct answer: Product owner

The product owner is responsible for the overall guidance and direction of the product as well as creating the prioritized product backlog for the team. Product ownership is critical to the success of any Agile project and this function acts as the key interface to the customer.

The team facilitator acts as the servant leader to facilitate the needs of the team.

Customer is incorrect as Ravi is not the customer, but rather he is responsible for ranking the project work based on the customer's needs.

Project sponsor is incorrect as this role is responsible for providing overall direction and support for the project, but not specifically for ranking project work based on business value.

50.

Recently, you, the team lead, have noticed some deliveries have been late. Upon looking into it further, you see that the late deliveries have been the responsibility of one particular team member. You pull the team member aside to talk about the delays, and they tell you they are rooted in conflicting directions coming from you and the testing lead. Confusion has arisen about whose instructions they should follow. Which of the following BEST describes the organizational structure the team is working in?

Matrix - balanced

Functional

Matrix - weak

Matrix - strong

Correct answer: Matrix - balanced

Matrix - balanced best describes the organizational structure because the team member is expected to follow instructions from differing parties: the testing lead and the team lead. A balanced matrix consists of power resting equally with the project and functional managers.

Functional refers to an organization where lines of authority are clearly defined and the project manager has nearly none. In that case, the team member would not be concerned with instructions from you.

A weak matrix organization is much like a functional organization where the project manager has little authority.

A strong matrix is an organization where the project manager has a high degree of authority; there, the team member would not be conflicted about whose direction to follow.

51.

Sayid is the project manager for the production of a product that must comply with regulatory standards. In the middle of the project, his company reorganizes and several functional groups are shuffled and combined. He now has to compete with several other projects for resource assignments from functional group managers. Are the forces affecting Sayid's project internal or external?

Internal and External

Internal

External

They are regulatory

Correct answer: Internal and External

The project is affected by the requirements of the regulatory standards, which are external to the company but must be complied with. The project is also affected by company reorganization and staffing changes which are internal to the company.

"Internal" is incorrect because it does not account for the external forces of regulatory compliance.

"External" is incorrect because it does not account for the internal forces of the company reorganization and shuffling of functional groups.

"They are regulatory" is incorrect because it does not address the specific forces affecting Sayid's project, which are related to the company reorganization and competition for resources.

52.

Lingyun is managing a lifecycle project and will need to identify who is in charge of monitoring, recording, and reporting the realized benefits as they execute the project. Who is the BEST person for Lingyun to consult regarding this situation?

Benefits owner

Project sponsor

Program manager

Operations manager

Correct answer: Benefits owner

The management plan will identify the benefits owner, who is the individual responsible. The benefits owner will monitor, record, and report realized benefits that have occurred throughout the project.

The project sponsor is responsible for providing financial resources and support for the project, but they are not directly responsible for monitoring and reporting realized benefits.

The program manager is responsible for overseeing multiple projects within a program, but they don't have the specific responsibility of monitoring and reporting realized benefits for a single project.

The operations manager is responsible for managing the day-to-day operations of a business or organization.

53.

You are in the middle of project execution for a project that has been flawless so far. The project sponsor asks for a report on the realized benefits throughout the project. Who will you consult to gather this information?

The benefits owner

The program manager

The project sponsor

The project champion

Correct Answer: The benefits owner

The benefits owner is the individual who will be tracking the benefits management plan. This plan has specific information on how and when the benefits of the project will be delivered. The benefits owner will be the responsible party for monitoring, reporting, and recording the realized benefits throughout the life cycle of the project.

The program manager, project sponsor, and project champion are not responsible for tracking and reporting on the realized benefits.

54.

The project manager at Company X is in the process of collecting processes, procedures, and historical information for the department's new software implementation project. Which phase of the project management process is the project currently in?

Initiating

Planning

Executing

Monitoring & Controlling

Correct answer: Initiating

Company X's software implementation project is currently in the initiating phase of project management. This phase includes selecting the project manager; determining company culture and existing systems; collecting processes, procedures, and historical information; dividing large projects into phases; understanding the business case; uncovering initial requirements, assumptions, and risks; assessing project and product feasibility within the given constraints; creating measurable objectives; developing the project charter; identifying stakeholders; and developing the stakeholder management strategy.

The Planning phase involves defining the project scope, objectives, and deliverables, as well as developing a detailed project plan that outlines the activities, timelines, and resources required to complete the project. This is performed after collecting all the information and requirements in the initiation phase.

The Executing phase involves carrying out the project plan and completing the project deliverables.

The Monitoring & Controlling phase involves tracking project progress, identifying variances from the project plan, and taking corrective action as needed.

55.

Martina has just been assigned a new project and is in the initiation stage. She coordinates a meeting with key stakeholders to discuss the benefit analysis to align the project with the organizational goals and business value. What is Martina's BEST course of action to prepare for the meeting?

Review the project business documents.

Review the project management plan.

Review the risk matrix.

Review the quality assurance plan.

Correct answer: Review the project business documents.

These documents include the business case and benefits management plan. The business case is a documented economic feasibility study, and the benefits management plan explains the processes for creating, maximizing, and sustaining the benefits of the project. The information contained in these documents reveals information that can be utilized in preparing for the meeting.

"Review the project management plan" is not correct because the question suggests the project management plan is soon to be created or is in the works.

"Review the risk matrix" is not correct because the Risk Matrix is not a project management-defined artifact. The matrix to analyze risks is called the probability and impact matrix.

"Review the quality assurance plan" is not correct because the quality assurance plan is a component of the project management plan that should not be ready at the initiation stage.

56.

Your company's CEO recently attended an online seminar about Agile methodologies and has become intrigued by the benefits that could be afforded to projects in an Agile environment. She'd like to include more Agile methodologies in the teams' workflows as soon as possible. Which of the following should be done before implementing any new methodologies?

Analyze the organizational culture and willingness to change

Consider immediately changing all ongoing projects to Agile methods

Hire a third-party Agile training agency

Conduct employee acceptance surveys

Correct answer: Analyze the organizational culture and willingness to change

Implementation of Agile methods in an organization that has used traditional plan-driven project management requires careful consideration of the culture and willingness to make changes. Leadership can make decisions from the top down, but without an evaluation of the organization's culture, those decisions will likely fall flat compared to the expected results. Willingness and readiness for change are some of the key success factors when transitioning to the inclusion of Agile methods. Moreover, implementation of Agile or hybrid methodologies should be done incrementally, in stages, as appropriate for the organization and the business goals.

"Consider changing all ongoing projects to Agile methods immediately" is not correct. Analyzing the current business dynamics and changing willingness is a must before deciding on whether and how to apply Agile methodologies.

"Hire a third-party Agile training agency" is not correct. Agile training can mitigate the impact on business, but without all the proper data gathered from the suitability analysis, this third-party agency will not run a smooth transition.

"Conduct employee acceptance surveys" is not correct. Although surveying the employees is a technique in change management, it is not enough to make a decision. There are other factors to be considered like the business culture, organizational structure, and current leadership styles.

57.

Rosalyn is leading a project for a fast-food chain to reduce the time a customer spends waiting for their food. During project initiation, an evaluation of five other competitors and their wait times was conducted. What technique did Rosalyn use?

Benchmarking

Tailoring

Brainstorming

Analysis

Correct Answer: Benchmarking

The situation dictates that benchmarking is used to compare the current process of the organization to various similar organizations. By comparing different information against the current organization's processes, the project manager is able to evaluate what is causing slower wait times.

"Tailoring" is not the answer. Tailoring is the process of modifying processes to adapt to a changing environment.

"Brainstorming" is not correct. Brainstorming refers to the technique of gathering different ideas from different individuals or parties while discussing the best solution or approach to a given situation.

"Analysis" is not correct. This is a broad term that is not specific for competitor comparison.

58.

You are in a risk review meeting and learn that your company will no longer accept overtime. You become worried that some of the deliverables won't be completed on time if employees don't have the flexibility to utilize overtime. You realize this restriction in work hours has become a constraint to the project.

Where is the BEST place for you to document this information?

Assumption log

Risk register

Change log

Scope baseline

Correct Answer: Assumption log

The assumption log is also known as the assumptions and constraints log. This document keeps a record of various assumptions and constraints that may impact the project life cycle.

A risk register is used to document identified risks and their potential impact on the project. While the restriction on overtime may have an impact on the project, it is not a risk in and of itself.

A change log is used to document changes to the project scope, schedule, or budget. The restriction on overtime is not a change to any of these elements yet.

The scope baseline is a document that includes the project scope statement, work breakdown structure, and the project scope description. The restriction on overtime is not related to the project scope and therefore should not be documented in the scope baseline.

59.

Your job as the project manager is to ensure that your current project and future projects run smoothly and efficiently. The project that you are currently managing runs into reoccurring issues. You evaluate the activities and want to encourage continuous improvement.

What is the LEAST likely activity to promote this?

The implementation of planned responses

Capturing the problem in the lessons learned

Holding retrospectives throughout project execution

Updating the organizational knowledge base periodically

Correct answer: The implementation of planned responses

This will help ensure the risks are addressed but will not prevent risks from occurring in current or future projects. This action would not promote continuous improvement because responding to risk is reactive.

Capturing the problem in the lessons learned involves documenting the issues that occurred during the project and the steps taken to address them. By capturing this information, the project team can learn from their mistakes and avoid making the same mistakes in future projects.

Retrospectives are meetings held at regular intervals during the project to review what has been accomplished, what went well, and what could be improved. By holding these meetings, the project team can identify areas for improvement and make changes to address them.

Updating the organizational knowledge base periodically involves updating the organization's knowledge base with information about the project, including lessons learned, best practices, and other information that can help future projects.

60.

You are leading an Agile project and are contacted by the project sponsor. The sponsor is worried that the project is behind since there haven't been any recent status updates. You reassure the project sponsor that the project is ahead of schedule and invite the sponsor to a meeting.

What type of meeting best represents what the sponsor has been invited to?

Sprint review meeting

Sprint planning

Daily sync meeting

Retrospective meeting

Correct answer: Sprint review meeting

The sprint review meeting includes a demonstration of the product increments to the customer and necessary stakeholders. By attending the meeting, the sponsor will be able to evaluate and determine the project's progress.

Sprint planning is a meeting held at the beginning of each sprint in Agile projects to plan the work to be completed during the sprint. This type of meeting would not be appropriate for the situation described in the question, as the sponsor is concerned about the overall project status rather than the planning for a specific sprint.

A daily sync meeting would not be appropriate for the situation described in the question, as the sponsor is not looking for daily updates but rather an overall project status update.

A sprint review could be considered a retrospective session, but since we are in an Agile environment, a sprint review is the best option.

61.

You are managing a project for an electrical facility and are in the middle of execution. The government releases a regulation that may potentially impact all types of electrical facilities. What is your BEST course of action?

Submit a change request to update the quality management plan

Immediately update the quality management plan

Progress as necessary until notified further

Postpone the project until you get better clarification

Correct answer: Submit a change request to update the quality management plan.

The quality management plan includes the quality standards necessary for the project. A change request will need to be submitted that precedes the Perform Integrated Change Control process. This is an important step due to the change in regulatory requirements.

Updating the quality management plan will need to happen after the change request is approved.

Progressing as necessary until notified further is not recommended as it may lead to non-compliance with the new regulation.

Postponing the project until receiving better clarification is not recommended as it may lead to delays and missed deadlines.

62.

Malik is managing a process improvement project for a software development company. His goal is to enhance performance and productivity while maintaining workers' morale. He also wants to make sure he is taking appropriate steps to incorporate continuous improvement throughout the project life cycle.

What is Malik's BEST course of action?

Implementation of the Deming cycle

Incorporate a burndown chart

Capture the information in the lessons learned

Submit a change request to get everyone on the team a bonus

Correct answer: Implementation of the Deming cycle

This cycle is also known as the plan-do-check-act cycle and implements an iterative and incremental approach to project management. The Deming cycle could also reduce variations within processes, improve project quality, and reduce waste.

Incorporating a burndown chart can help to track progress and identify potential issues, but it will not address the goal of enhancing performance and productivity while maintaining workers' morale.

While capturing lessons learned is an important part of continuous improvement, it does not provide a structured approach for improving processes and products like the Deming cycle does.

While bonuses can be a motivator for some team members, it does not address the underlying issues that may be affecting performance and productivity.

63.

Susan is in the initiation stage of a new IT project for her organization. She will need to prepare for meetings with key stakeholders to validate the project's alignment with the organizational goals and conduct the benefits analysis. What is her BEST course of action to prepare?

Review the business documents

Review the scope baseline

Review the work breakdown structure (WBS)

Review the lessons learned repository

Correct answer: Review the business documents

The business case and benefits management plan are included in the business documents for the project. The information she gathers from these documents will provide the proper information to prepare for the meeting.

In the initiation phase, the scope baseline, the work breakdown structure (WBS), and lessons learned repository are artifacts that have not yet been created.

64.

Gabe is at a risk review meeting and learns his organization is prohibiting the use of overtime. He becomes anxious because the newly discovered restriction will represent a new constraint for his project. Where is the best place for Gabe to record this information?

The assumption log

The risk register

the constraint register

The lessons learned

Correct answer: The assumption log

This log is also known as the assumption and constraints log. The purpose of this document is to record all assumptions and constraints during the life cycle of the project. The assumption log will most likely be the document that deals with specific constraints.

"Risk register" is incorrect. The risk register is a document that identifies and tracks risks throughout the project's life cycle. The newly discovered restriction on the use of overtime is not a risk, but a constraint that will impact the project.

"Constraint register" is incorrect. An assumption log acts as a constraint register as well. There isn't a separate constraint register.

"Lessons learned" is incorrect. Recording the newly discovered restriction on the use of overtime in the lessons learned would not be timely or effective in addressing the constraint.

65.

You are leading a project that has been affected by organizational changes. Due to the various ups and downs of the project, the sponsor asks for an estimate of when the project will be completed. You perform calculations and determine that the project has an SPI (Schedule Performance Index) of 1.1. You develop an updated timeline and tell the sponsor the project will be completed ahead of schedule.

What information BEST represents what you have given to the sponsor?

Schedule forecast

Work performance information

Schedule baseline

Scope baseline

Correct Answer: A schedule forecast

These are estimates or predictions based on the conditions or events regarding the project's future. The SPI provided in the scenario best represents work performance information that is contained in the control schedule process.

The SPI by itself is work performance information. What was given to the sponsor was not the SPI but the updated timeline which is a schedule forecast.

A schedule baseline is the original approved project schedule against which project performance is measured. The information you provided to the sponsor was the updated version.

A scope baseline is the original approved project scope statement, Work Breakdown Structure (WBS), and WBS dictionary.

66.

Jill is a project manager in charge of beach and park cleanups throughout her state. Her first milestone is due in approximately one month. The recreational park authorities, who are in charge of managing the areas, have notified her of their pending inspection after the milestone has been completed.

To avoid any type of setbacks in proceeding forward, what is Jill's BEST course of action?

Execute a similar inspection of her deliverable

Tell the authorities to conduct their inspection after project completion

Coordinate a kickoff meeting with the authorities

Ignore their notification

Correct answer: Execute a similar inspection of her deliverable

Jill's best course of action would be to execute a similar inspection of her deliverable. By conducting her own inspection of the deliverable before the authorities' inspection, Jill can identify any potential issues or areas for improvement and address them before the authorities' inspection. This can help ensure that the deliverable meets the required standards and that there are no setbacks in proceeding forward with the project. Additionally, by conducting her own inspection, Jill can demonstrate to the authorities that she is proactive and committed to delivering a high-quality product.

Telling the authorities to conduct their inspection after project completion or ignoring their notification are not appropriate courses of action, as they do not address the need to ensure that the deliverable meets the required standards before the authorities' inspection.

Coordinating a kickoff meeting with the authorities is incorrect because it is not the time to conduct one.

67.

You are conducting the quality management plan for an electrical project in a new hotel. An audit uncovers that there is a discrepancy with one of the generators that violates a government regulation. What tailoring consideration did you MOST LIKELY overlook?

Compliance/criticality

Time frame

Type of product/deliverable

Incremental delivery

Correct Answer: Compliance/criticality

Tailoring considerations within the scope of standards and regulatory compliance were most likely overlooked earlier in the project. All government standards and regulations will need to be adopted for the project to maintain its legitimacy.

Timeframe is not correct because it refers to how the timeline could affect product delivery.

Type of product is not correct since it refers to the nature of the deliverable, intangible or physical.

Incremental delivery is not correct since it refers to how the product increments are delivered and how the stakeholder feedback is received.

68.

Shaniqua is leading a project to construct a new electrical facility in the middle of the city. They implement the quality management plan, and an internal audit discovers that there is a discrepancy with the city's regulations. Which tailoring consideration did Shaniqua miss early in the project?

Compliance/criticality

Trust

Incremental delivery

Organizational culture

Correct answer: Compliance/criticality

Tailoring for the project includes external regulations under the Compliance/criticality considerations for Product/Deliverable.

"Trust" is not correct. Trust is a tailoring consideration for the culture, how committed the project team and stakeholders are to the outcomes.

"Incremental delivery" is not correct. This is a tailoring consideration for the product/deliverable. It refers to how the deliverable is presented to the stakeholders based on cadence and feedback gathering.

"Organizational culture" is not correct. It is a tailoring consideration for culture, in this case the relationship between the organizational values and the project life-cycle.

69.

You are in a meeting with senior stakeholders about the current corporate structure of the organization. A senior stakeholder mentions they are concerned that the current corporate structure may not meet the changes that will occur in the future of the organization.

What is your best response to the senior stakeholders?

Projects drive change

Submit a change request to meet the senior leader's request

Ignore the comment made; it is not in your area of expertise.

Changes depend on the organizational strategy.

Correct answer: Projects drive change

Projects can drive change in an organization by moving the current state to a desired future state. The current state of an organization occurs before the project begins; the future state is when the project drives the change.

"Submit a change request to meet the senior leader's request" is not the best response because it assumes the senior leader's request is the best course of action without considering the overall organizational strategy and goals.

"Ignore the comment made; it is not in your area of expertise" is not the best response because as a project manager, it is important to be aware of and address concerns related to the project and its impact on the organization.

"Changes depend on the organizational strategy" is not the best response because this suggests that any negative outcome resulting from the changes will rest on the organizational strategy, blaming the stakeholders.

70.

Brenda is working on a project for a company that has two information technology projects in it. She is in charge of upgrading all the software within the organization while another project manager is in charge of replacing all the servers. At the beginning of execution, the customer contacts Brenda and tells her the other project manager has been terminated and asks if she can complete both projects. Fortunately, Brenda captured the possibility of this situation during the planning phase.

What should Brenda do NEXT?

Review the risk register for a risk response

Decline the opportunity

Escalate the situation to the Project Management Office (PMO)

Immediately accept the other project

Correct Answer: Review the risk register for a risk response

Brenda should review the risk register for a risk response. This will help her identify any potential risks associated with taking on the additional project and develop a plan to mitigate those risks. It is important for Brenda to carefully consider the impact of taking on the additional project and to ensure she has the necessary resources and support to successfully complete both projects.

"Decline the opportunity" is incorrect. Brenda has already captured the possibility of this situation during the planning phase. Therefore, she should have a plan in place to address this type of situation.

"Escalate the situation to the Project Management Office (PMO)" is incorrect. This option may be appropriate if Brenda is unable to handle the additional project, but it is not the first step she should take.

"Immediately accept the other project" is incorrect. Brenda needs to carefully consider the impact of taking on the additional project and ensure that she has the necessary resources and support to successfully complete both projects.

71.

Nolan has just conducted a risk review meeting with the project team and is notified that there will no longer be any overtime allowed for his team members. He realized that without approved overtime for his team, the project would have new constraints. What is Nolan's BEST course of action?

Input this information in the assumption log

Input this information into the lessons learned

Coordinate a meeting with the senior leadership

He does not need the approval to delegate overtime to his team.

Correct answer: Input this information in the assumption log

The assumption log is also known as the assumptions and constraints log. This document will contain all recorded assumptions and constraints that are identified throughout the project.

Lessons learned are typically recorded at the end of a project or phase to capture what went well and what did not go well.

Delegating overtime to his team without approval is not a viable solution and could lead to further issues.

Coordinating a meeting with the senior leadership is incorrect. This is a management decision that is linked to the organizational culture and values.

72.

During your latest project, you had a large turnover of team members. You want to document why so many people left the organization mid-project so that it can be prevented in the future. Which of the following is NOT a good way to gather information about the situation?

Call former team members personally and ask them for feedback.

Read the summary from each team member's exit interview.

Survey current team members about the working environment and morale during the course of the project.

Ask your project team for ideas for team building activities going forward.

Correct answer: Call former team members personally and ask them for feedback

Team performance assessments are an output of the Develop Team process. Effective team development strategies and activities usually increase the team's performance. This, in turn, increases the likelihood of meeting project objectives. Gathering information about the cause of high turnover among team members is useful to improve retention in future projects. However, personally calling former team members and soliciting information is an unprofessional way to obtain this information.

Exit interviews, team morale surveys, and suggestions from team members for improvement in team building are good ways to gauge what worked well in the recent project and what could be improved.

73.

Jameela is leading a team working on a software project for a multinational bank. The products her team is working on will be released in three countries, each with different rules governing mobile banking deposits. Her company has already established audit procedures for each of the three countries, but this is the first project in company history to involve all three countries simultaneously. Jameela is concerned about lags once regulatory audits need to be performed because of potential duplicated efforts and the time required by each audit. Which of the following best describes what she could do about the audit procedures?

Work with the auditors to discover overlap and determine if any portions of the audits can be simultaneous

Nothing; audit procedures are established and must be followed as they are

Tell the auditors which country's audit to perform first

Work with the team to speed production in other phases of the project

Correct answer: Work with the auditors to discover overlap and determine if any portions of the audits can be simultaneous

Team leadership involves removing impediments and empowering teams, and by working with auditors to remove any potential duplicate efforts, Jameela could fast-track the delivery process and help her team accomplish their goals.

Doing "Nothing; audit procedures are established and must be followed as they are" is incorrect because this project could benefit from a review of the audit procedures.

Telling the auditors which country's audit to perform first is incorrect because it is not Jameela's domain, and she does not have authority over audit teams or procedures.

Working with the team to speed production in other phases of the project may benefit the team and the project. Still, it does not best describe what Jameela could do in terms of action directly related to the audit procedures.

74.

You are leading a project with an aggressive timeline. During a meeting with the project sponsor, you are asked how you will manage to meet the expectations of the project objectives. What is your BEST answer to give the sponsor?

Identify key deliverables based on the requirements provided by the customer

Continuously update the lessons learned

Review the quality management plan at every weekly status meeting

Transition into an Agile-based project

Correct answer: Identify key deliverables based on the requirements provided by the customer

The key deliverables are captured and documented in the project charter, which formally authorizes the existence of the project. To bridge the gap between customers and the project manager, the identification of key deliverables is crucial to the success of the project.

"Continuously update the lessons learned" is incorrect. Updating the lessons learned is not directly related to meeting project objectives but to providing continuous improvement in upcoming phases, iterations, or projects.

"Review the quality management plan at every weekly status meeting" is incorrect. Although the quality management plan can assess meeting the quality objectives, clearly identifying these and overall objectives will better help to accomplish them on a tight schedule.

"Transition into an Agile-based project" is incorrect. The question does not provide information on the methodology that is currently being used.

75.

Part of a company's business strategy has been to gain a technological advantage. To that end, last year the company acquired a communications company specializing in new social media technology. Additionally, this year the company bought a mobile device manufacturer that produces the highest quality tablets on the market. They have expanded their business strategy to include product differentiation with this high-end tablet product.

Which of the following describes something that should be reviewed?

Current project benefits

Team charter

Procurement contracts

Regulatory requirements

Correct answer: Current project benefits

"Current project benefits" is correct because when business strategy is revised to change an organization's strategic position, that translates to revised strategic objectives. Those strategic objectives affect the organization all the way down to project benefits since benefits are informed by business objectives and strategic needs. Benefits should be tracked and monitored for changes like this throughout the project life cycle.

Team charter refers to the ground rules of a particular team and would not need to be updated based on business strategy updates.

Procurement contracts refer to seller contracts and are created based on project needs, not benefits.

"Regulatory requirements" is incorrect because there may be new requirements needed by the new product incorporation, but they are not affected by business strategy revisions.

76.

A law has just been passed that stipulates that within five years, all passenger vehicle engines are required to be compliant with a new standard. You have been assigned a project to ensure that all processes and procedures are modified to produce engines that are compliant when the law goes into effect. Which of the following best describes the trigger for the creation of this project?

Regulatory requirement

Technological advancement

Business need

Customer request

Correct answer: Regulatory requirement

Legislation is an example of a regulatory requirement.

Technological advancement refers to updating existing products, processes, or systems.

Business need refers to specific requirements of the business to overcome problems or get opportunities.

Customer request refers to addressing customer feedback on business products or services.

77.

Rose is in charge of selecting programs and projects, work prioritization, and resource management. Her job is to manage many programs, projects, and operations in sync with the firm's strategic business purpose. What type of work is Rose involved with?

Portfolio management

Operations management

Agile project management

Project management

Correct answer: Portfolio management

This type of management includes a collection of programs, projects, operations, and subsidiary portfolios that is managed as a group. These are grouped together to meet a common strategic objective beneficial to the organization.

"Operations management" is not the answer. It ensures that business operations continue efficiently.

"Agile project management" is not the answer. It refers to managing projects using Agile methodologies.

"Project management" is not the answer. It refers to projects only.

78.

Felix has been assigned a new project and is in the initiation stage. He coordinates a meeting to oversee the benefits analysis development with key stakeholders to validate project requirements. What is Felix's BEST course of action to prepare for the meeting with the stakeholders?

Evaluate the project business documentation

Evaluate the quality assurance plan

Evaluate the stakeholders engagement matrix

Evaluate the risk responses

Correct answer: Evaluate the project business documentation

This document includes the business case along with the benefits management plan as part of pre-project planning. The project business documents will contain all relevant and important information necessary to prepare for the meeting with the stakeholders to validate project alignment.

"Evaluate the quality assurance plan" is incorrect. At the initiation stage, the quality management plan is not yet created.

"Evaluate the stakeholders engagement matrix" is incorrect. The stakeholders engagement matrix does not include information on the project's benefits and objectives.

"Evaluate the risk responses" is incorrect. Risk Management is executed in the Planning Process Group.

79.

Ingrid has just been assigned to an Agile project. She reviews the compliance standards for the organization's policies and procedures. In her evaluation, she recognizes that not all will apply to the project she is leading. What will she do FIRST?

Organize the compliance categories to evaluate the project resources

Switch to a predictive model

Conduct a retrospective

Review the risk register

Correct Answer: Organize the compliance categories to evaluate the project resources

The situation dictates that organizing and classifying the compliance categories will help the project manager understand the resource requirements. In Agile, compliance activities are often represented as overhead. This does not directly provide value to the project.

Switching to a predictive model is not a recommended approach as it goes against the principles of Agile, which prioritize adaptability and flexibility over rigid planning and control.

Conducting a retrospective is an important part of the Agile process, but it is not the first step that Ingrid should take in this situation. A retrospective is typically conducted after a project iteration or sprint to identify areas for improvement and make adjustments for the next iteration.

The risk register is typically reviewed and updated throughout the project life cycle to ensure that risks are identified and managed appropriately.

80.

You are leading a hybrid Agile project that involves a young project team. The team wants to utilize social media as the primary means to collaborate. What is your BEST course of action?

Review the organizational process assets

Review the stakeholders engagement plan

Review the communications plan

Review the lessons learned repository

Correct answer: Review the organizational process assets

Corporate policies and procedures for social media are contained within the organizational process assets. Prior to incorporating this mode of communication, a review of the company's social media policy will need to be conducted.

The stakeholders engagement plan, communications plan, and lessons learned repository do not include the social media policies that you should take into account before implementing any tool.

81.

Zane is leading an Agile-based project and is developing the project deliverables. During a meeting with the project sponsor, he was told the stakeholders would need to be apprised of the value gained as frequently as possible. What is the BEST way for Zane to address the request?

Demonstrate the developed product increment at each iteration.

Send out a mass email with the project status.

Generate a weekly action report.

Tell the stakeholders to remain patient.

Correct answer: Demonstrate the developed product increment at each iteration.

The situation dictates that an iteration review meeting will need to be conducted. At the meeting, the project manager and team will demonstrate the product increment developed. This will provide value to the customer.

Sending mass emails with project status is not the best approach because. It will not give clear visibility of the product's incremental value, just an overall view of the project's health.

An action report is not a project management-defined artifact.

The project manager should always analyze and address the concerns and needs of the stakeholders using the most suitable approach. Telling the stakeholders to remain patient or not taking action on a stakeholder request is not a best practice.

82.

Lucien is a project manager who is part of an organization that is thinking about incorporating new software that could boost employee productivity and morale. Some team members are skeptical because the software is reaching its end of life. The key stakeholders are not sure whether to roll out the software.

What is Lucien's best course of action?

Conduct a benefit analysis.

Validate the scope of the software.

Survey the engineers of the software to gauge its capability.

Cancel the software implementation because it is too risky.

Correct answer: Conduct a benefit analysis.

Conducting a benefit analysis will evaluate the alignment of the project with the organization's business strategy. The analysis of business needs and strategies will aid managers in understanding the value it may or may not bring to the business.

Validating the scope of the software is not correct because the main concern is whether future updates and ongoing support of the software will continue.

Surveying the engineers could be seen as a step in the benefit analysis.

Canceling the software implementation is a decision that is outside the project manager's responsibility and shouldn't be taken before the benefit analysis.

83.

In your project leadership role, you've identified recent national legal changes that impact your project. Recognizing the need to update relevant documentation, which of the following would you NOT revise?

Stakeholder register

Scope baseline

Change management plan

Change log

Correct answer: Stakeholder register

It is less likely that the legal changes in the project will impact the stakeholders' assignments. Legal changes will include new regulations that affect the project and its deliverables. Since legal changes could impact the project scope, the change management plan and the scope baseline would need to be revised. The change log will need to be updated to reflect any changes made in response to the legal changes.

84.

You have just completed a year-long project, and a senior executive is pleased with the work that has been done. They ask you to create a culture of continuous improvement with the program. You hold a meeting with the project team and motivate the team to implement small incremental improvements within the processes.

What did you recommend for your team to do?

Kaizen

Compounding

Ishikawa diagram

Iterations

Correct Answer: Kaizen

The word Kaizen is derived from the Japanese meaning "improvement." The process of incorporating Kaizen into the environment supports incremental changes with small steps. Kaizen influences the optimization of efficiency and quality within a project.

Compounding refers to adding interest to the principal amount over time, which is not relevant to the scenario.

An Ishikawa diagram is a tool used to identify the root cause of a problem, which is not relevant to the scenario.

Iterations refer to repeating a set of activities until a desired outcome is achieved, which is not relevant to the scenario.

85.

You have been assigned to manage a project to launch multiple fashion websites for a luxury brand. The IT team has just advised you of new ways hackers could get into the websites. This situation poses a potential threat to regulatory compliance for the entire project. What is your NEXT course of action?

Evaluate the non-compliance consequences

Review the issue log

Review the risk matrix

Integrate the IT team with the security requirements

Correct Answer: Evaluate the non-compliance consequences

The project manager will need to analyze the situation further to understand what additional tasks the project team will need to carry out to meet the regulations. If it is determined that the level of the consequence of non-compliance is minimal, the project manager may allocate fewer resources.

The issue log may contain information about past issues and their resolutions, but it does not provide a comprehensive view of regulatory compliance.

While it is important to work closely with the IT team to ensure security requirements are integrated into the project, this option does not address the immediate need of regulatory compliance.

Once the non-compliance consequences are evaluated you can start working on mitigation plans with the help of the risk register.

86.

Rocky is leading an important project that will improve the organization's competitive advantage by launching new software. About midway through the project, a competitor comes out of nowhere and launches a similar product to his. Rocky is now concerned that the stakeholders will change their minds about how this product will improve the organization.

What is Rocky's NEXT course of action?

Capture the information in the issue log

Proceed with the project as normal

Immediately requests to terminate the project

Hold a phase review

Correct Answer: Capture the information in the issue log

The issue log is used to record issues pertaining to the project. The project manager will need to record this information to track and manage the stakeholders' issues and concerns. This also allows efficient handling, investigation, and resolution of the issue that is identified.

Proceeding with the project as normal is not the best course of action, as the competitor's product launch could have a significant impact on the project.

Immediately requesting to terminate the project is an overreaction, as there may still be value in completing the project.

While holding a phase review may be a good course of action, it is not the next step that Rocky should take. Capturing the information in the issue log is a more immediate action that can be taken to ensure that the impact of the competitor's product launch is documented and can be addressed as needed.

87.

You just inherited a new electrical installation project and need to develop the project charter. You review the business documents and agreements and realize that the data you gathered lacks information on the project deliverables. What is your BEST course of action to get the information you want?

Immediately coordinate a meeting with key stakeholders

Coordinate a meeting with the project sponsor

Reread the documents; they should contain all the necessary information.

Read the project scope

Correct answer: Immediately coordinate a meeting with key stakeholders

The situation dictates that the project manager is lacking information and will need to coordinate a meeting with the key stakeholders to identify the deliverables that are needed. The project manager is within the Develop Project Charter process, and identifying high-level requirements is necessary for this phase.

Reading the project scope is not the best course of action as the project scope shouldn't have been created yet.

Coordinating a meeting with the project sponsor is not the best course of action as the project sponsor wouldn't have the specific information needed on project deliverables.

Rereading the documents is not the best course of action as the documents have already been reviewed and found to lack the necessary information.

88.

You are leading a project that is going through some organizational restructuring. You begin the calculation of your expected monetary value (EMV). The project has an 80% chance of making a \$150,000 profit and a 20% chance of incurring a \$20,000 loss. If the EMV is calculated, what is your project outcome?

Profit

Loss

Undetermined

Break even

Correct answer: Profit

The expected monetary value is calculated with $EMV = Probability \times Impact$:

- *Total profit = $.80 \times \$150,000 = \$120,000$*
- *Total loss = $.20 \times \$20,000 = \$4,000$*
- *EMV = $\$120,000 - \$4,000 = \$116,000$*

The project is projected to make a profit.

89.

You are leading a project to implement a new information system throughout an organization. You have concerns that the members will not accept the project due to their anti-change culture and dislike of new initiatives. What is your best course of action as the project manager?

Coordinate a meeting with the members and listen to their opinions

Build a user manual for easier transition

Conduct a launch meeting

Do nothing; it is none of your business

Correct answer: Coordinate a meeting with the members and listen to their opinions

Engaging stakeholders includes listening to their opinions and responses regarding the project. The first step in achieving acceptance of the product is by engaging and listening through open dialogue, thus encouraging positive discourse and strengthening the organizational culture.

90.

You have just been assigned an Agile project and have been contacted by the accounting department for a meeting. You are working with an accountant who has concerns about monitoring costs and returns. What is your best response to the accountant?

Return on investments could be generated during the execution of an Agile project.

The costs are always fixed in Agile projects.

Direct the accountant to the sponsor

Advise the accountant to submit a change request to update the stakeholders engagement plan.

Correct answer: Return on investments could be generated during the execution of an Agile project.

Minimal Viable Products (MVP) are often delivered by Agile teams. By delivering the highest value features in increments to the customer, there is a higher probability of an earlier Return On Investment (ROI).

The costs of Agile projects are not fixed. They depend on the value provided to the customer in the frequent deliveries.

It is likely that the sponsor doesn't have the full details on how costs are managed in Agile projects.

The question suggests that there are no changes needed in the stakeholder plan.

91.

Alina, managing a construction venture, has recently compiled a list of essential outputs including training resources, user guides, and designated software. Which process does this action most accurately reflect?

Develop project charter

Define scope

Control quality

Control resources

Correct answer: Develop project charter

Alina's task of gathering the primary outputs is encapsulated within the 'Develop Project Charter' process. This process, integral to the Project Charter, involves detailing key deliverables as part of the initial steps in project initiation, laying the groundwork before the project formally commences.

"Define scope" is incorrect. It is the process of developing a detailed project scope statement as the basis for future project decisions.

"Control quality" is incorrect. It is the process of monitoring and recording the results of executing quality activities to assess performance and recommend necessary changes.

"Control resources" is incorrect. It is the process of ensuring that the physical resources assigned and allocated to the project are available as planned.

92.

You have been assigned to lead a new project and are compiling a list of project deliverables. The information in this document includes training materials, key stakeholders, user manuals, and software to be used. What process are you in?

Develop project charter process

Develop scope baseline process

Develop Work Breakdown Structure (WBS)

Develop a business case

Correct Answer: Develop project charter process

Key deliverables are within the boundaries of the Develop Project Charter process. They are within the elements of the project charter. The information that is listed falls within the lines of this process.

The scope baseline and Work Breakdown Structure (WBS) do not include information on the stakeholders, manuals, or software.

The business case does not include the key deliverables. It includes the objectives, investment, and financial and qualitative criteria of success.

93.

You are asked to manage a new product that is deemed economical and feasible. You evaluate all the external constraints that may hinder the project's long-term progress. You then prepare a document that includes the project objectives, product description, and high-level requirements.

Which document best represents what you have developed?

Project charter

Business case

Project scope

Project baseline

Correct Answer: Project charter

The project charter includes information on the project objectives, deliverables, milestones, roles, high-level requirements, and an overall view of the potential external and internal constraints that are evaluated in the risk register.

"Business case" is incorrect. The business case is not developed by the project manager.

"Project scope" is incorrect. The project scope is included in the project charter, but it is not a document on its own.

"Project baseline" is incorrect. The project baseline is included in the project charter, but it is not a document on its own.

94.

You have been hired to take over a project from another project manager. You review the project charter to become familiar with the project. Which of the following would NOT be included in the project charter?

Scope baseline

Exit criteria

Success criteria

Project risk

Correct Answer: Scope baseline

The scope baseline is part of the project management plan and is not included in the project charter.

The exit criteria, success criteria, and project risk are all part of the project charter. The charter is created in the initiation phase, while the scope baseline is within project planning.

95.

Lorna is in a risk review meeting and learns that her company is incorporating a new policy that prohibits the use of overtime. She is concerned that it will drastically affect her project, and this situation describes a newly defined constraint. What should Lorna do NEXT?

Document the information in the assumption log

Document the information in the risk register

Document the information in the change log

Document the information in the lessons learned repository

Correct Answer: Document the information in the assumption log

This log is also known as the assumption and constraint log. The assumption log records all assumptions and constraints throughout the project life cycle. The situation dictates where the newly defined constraint should be documented.

Documenting the information in the risk register is not appropriate because the new policy is not a risk but a constraint.

Documenting the information in the change log is not appropriate as this is not a change to the project scope or requirements.

Documenting the information in the lessons learned repository is not appropriate because the project is still ongoing, and the information is not yet a lesson learned.

96.

Felix leads a team driven by an Agile mindset, prioritizing customer value. What are three pivotal factors that Felix should concentrate on to ensure the delivery of exceptional value to the customer?

Inspection, adaption, and transparency

Transparency, communication, and collaboration

Collaboration, inspection, and communication

Communication, collaboration, and adaption

Correct answer: Inspection, adaption, and transparency

The widespread adoption of Agile practices is rapidly growing. Since the initial release of the Agile Manifesto in 2001, organizations have increasingly incorporated an Agile mindset into their operations. This shift is no longer confined to organizations of specific sizes or limited to those solely in the information technology sector. Although the other factors are also important in Agile environments, the three pivotal success factors for achieving value through Agile practices encompass inspection, adaption, and transparency.

97.

The consolidation of two municipal departments is taking longer than planned because of the complexity of integrating both departments' office technology systems, including payroll and constituent communications. The team has assessed the impact of the schedule delays and determined they are acceptable; ensuring the systems are combined and brought online without error is more important than completing the project earlier. Which of the following BEST describes what has been considered in determining that the schedule change is acceptable?

Business environment

Budget

Schedule

Stakeholder expectations

Correct answer: Business environment

"Business environment" is correct because the departments' prioritization of a smooth and error-free rollout to constituents is a result of their municipal organization. It is common for government projects to have a bias toward stability rather than speed or innovation. When determining how to meet stakeholders' expectations, it is important for project managers to understand the business environment in order to recommend options and make decisions that benefit the project and organization.

"Budget" is incorrect because there was no mention of cost or budget as a factor in the question.

"Schedule" is incorrect because, though it is affected by the decision, it does not best describe the considerations for decision-making.

"Stakeholder expectations" may seem like the correct answer, but it is incomplete because stakeholder expectations are not the only factors to consider when determining if a change is right for an organization.

98.

Your project management office (PMO) is reviewing a package of draft project documents. A benefits management plan is included, as well as the business case and needs assessment. The PMO calls out an aspect of the benefits management plan that should be removed. The document package can be finalized once that's done.

Which of the following could have been flagged for removal from the benefits management plan?

Financial success factors

Benefits metrics

Benefits realization timeframe

Net present value calculations

Correct answer: Financial success factors

Financial success factors are included in the business case where the critical success factors for the project are identified. The benefits management plan includes target benefits and metrics associated with them. Financial success factors are not part of the benefits management plan, so those would be flagged for removal during PMO review.

Benefits metrics are an important part of the benefits management plan as they define the metrics and procedures to measure benefits. They are used to track progress towards achieving the benefits and to ensure that the benefits are fully realized over time.

The benefits realization timeframe is an important part of the benefits management plan as it identifies how and when benefits are expected to be delivered to the organization. It is used to ensure that the benefits are fully realized over time.

Net present value calculations are an important part of the business case and are used to evaluate the financial viability of the project. They are not directly related to the benefits management plan.

99.

Linda is managing an Agile project located in a different country and realizes that the product is not in compliance with the country's laws. Due to the project constraints that were identified, her organization has the option to do rework or pay the fines for violations. What is MOST likely to help Linda in this situation?

Phase gate

Fast tracking

Postponing the project

Consult the lessons learned

Correct answer: Phase gate

This tool can be used to evaluate the situation and decide whether an option is best for the given circumstances. The phase gate is a review at the end of each phase and will provide the needed information to continue with the next phase, perform a modification, or end the project.

A need to compress the schedule could arise in the phase gate, but the question does not directly imply that a compression technique is needed.

Postponing the project is a decision that should be taken by upper management after proper analysis.

The question doesn't suggest this issue was encountered in previous projects, so Linda cannot review the lessons learned.
