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QUESTION 1

An agile team has completed an iteration and delivered the agreed features to the customer. In a surprise to the team, the features are not accepted by the customer. The project team conducts a root cause analysis. What should the project manager do to avoid this situation in the future?

A. Ensure that customer requirements do not change from the start of the project.

B. Ensure that the definition of done (DoD) is well defined and complete for future iterations.

C. Ensure that the development and quality assurance team members implement the feature correctly.

D. Ensure that the team facilitator allocates tasks correctly to team members.

Correct Answer: B

QUESTION 2

A project manager finds that there are knowledge gaps in the project team relating to the core competencies required to deliver the desired results. What should the project manager do to achieve the desired results?

A. Communicate the situation to the team and plan for the necessary training and coaching arrangements

B. Report the situation back to upper management and request to have the scope changed

C. Plan to hire more experienced team members and lay off a few of the existing team members.

D. Communicate the situation to the customer and inform them about potential delays in delivery.

Correct Answer: A

QUESTION 3

A customer asks the project manager about opportunities to create business value.

What should the project manager do first in order to provide the customer with an appropriate response?

A. Examine the business value throughout the project.

B. Ask the team to organize a spike to identify more value.

C. Meet with the product owner to review the backlog.

D. Meet with the sponsor to review the business case.

Correct Answer: D

QUESTION 4

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.

What should the project manager do next?

A. Work with the team and others in the network to assess and prioritize the obstacles.

B. Engage with the external stakeholders and the other division of the organization to resolve the issues.

C. Escalate the obstacles to the project sponsor for assistance with resolution.

D. Determine a change response to identify and resolve the obstacles to move the project forward.

Correct Answer: A

QUESTION 5

A customer is meeting with an agile team at regular intervals and keeps changing priorities for the team members. What should the project manager do to remove this impediment?

A. Escalate the situation to the customer management team.

B. Ask the customer to discuss these changes with the product owner.

C. Request that the customer to meet with the team only at the weekly meeting.

D. Ask the customer to discuss these changes with the management team.

Correct Answer: B

QUESTION 6

A project manager is assigned to a parachute development project. Two of the key project resources have a disagreement regarding a requirement. What should the project manager do?

A. Refer to the ground rules that were set at the beginning of the project to help resolve the conflict.

B. Reassign both of the resources to a different project to avoid conflict.

C. Consider recommendations from a resource who has more experience with this situation.

D. Define an action plan based on the project manager\\'s experience.

Correct Answer: A

QUESTION 7

At the closing phase of the project the project manager sends the completion reports to the client as a formal written document, indicating that the contract has been completed. The client refuses to approve the document since the defect rate is 0.1%. The project manager insists that it is an acceptable rate as the standard defect rate of the industry is 0.15%.

What should have been done to avoid this situation?

A. The acceptance criteria should have been properly defined in the contract

B. The client requirements should have been clearly defined in the contract

C. The Manage Quality process should have been appropriately conducted

D. The project manager should have reviewed the standard industry defect rate

Correct Answer: A

QUESTION 8

A junior team member escalates an issue to the project manager about another member\\'s interpersonal skills causing the team to be less effective. What should the project manager do first?

A. Have the team members resolve the issue on their own.

B. Highlight the impact of their behavior and motivate the team member to make improvements.

C. Gather information and find the root cause of the problem.

D. Document the escalated issue and address it at the end of the project.

Correct Answer: C

QUESTION 9

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion. What are two issues that these actions by the project manager could cause? (Choose two.)

A. A lot of discussions that yield no results or possibly too many results

B. A lack of direction and motivation for the team in the workshop

C. Lessons learned from other teams to not be considered

D. Time management plan for the retrospective workshop to not be updated

E. A focus on the negative and a disinterest in further improvements

Correct Answer: BE

QUESTION 10

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a dependency missing between:

1.

Test the product

2.

Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

A. Finish to start

B. Start to start

C. Start to finish

D. Finish to finish

Correct Answer: A

QUESTION 11

A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed.

What should the project manager do?

A. Perform a root cause analysis (RCA) of the existing communication approach.

B. Ensure that all of the complaining stakeholders are on the distribution list.

C. Create a change request for implementing an online collaboration tool.

D. Distribute hard copies of status reports and confirm that messages were read.

Correct Answer: A

QUESTION 12

A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

A. Share the annual report with the sponsor.

B. Organize a stakeholder meeting to brainstorm on general project risks.

C. Extract this from the project risk register tracking tool and issues log.

D. Refer the sponsor to the contract document.

Correct Answer: C

QUESTION 13

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

A. Discuss this with the functional manager and related parties.

B. Reject the functional manager\\'s change request immediately.

C. Analyze the impact of the change request on the project.

D. Apply for a formal change control board (CCB) approval.

Correct Answer: C

QUESTION 14

A project sponsor wants to develop software that would have 30 features and would be used in 10 different countries. The team feels overwhelmed with the amount of work to be done. What should the project manager do?

A. Encourage and motivate the team with project incentives

B. Subdivide the team to handle different aspects of the project

C. Support the team to find and execute the minimum viable product (MVP)

D. Organize project execution to satisfy the project sponsor s request

Correct Answer: C

QUESTION 15

In an organization with good work-life balance, one team was continuously overloaded, thereby delivering the product late with poor quality. What should the project manager do?

A. Request the team to work more for on-time delivery.

B. Request the team to focus on doing better planning.

C. Request the replacement of certain team members.

D. Request management for a high-performing team.

Correct Answer: B

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