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Management  
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A business manager wants to start a project to launch a new product and submits a business case to the Portfolio Steering Committee for review. The committee asks the manager for details about the expected business value of the project.

How can the manager document the business value for the Portfolio Steering Committee?

- ☐ Conduct a feasibility study to determine the business impact of the new product.
- ☐ Execute a market study for similar products and demonstrate a market need.
- ☒ Prepare a benefits management plan to capture target benefits and strategic alignment.
- ☐ Create a presentation outlining the business benefits of the new product.

A project manager read the initial contract when a project was started. The contract states a house has to be built in one year, and the foundation has to be completed in 30 days.

What should the project manager do?

- ☐ Start the project as soon as possible, as time is short.
- ☐ Calculate the duration of the two milestones stated in the contract.
- ☐ Add the milestones to the risk register, as time is short.
- ☒ Add the two milestones to the project plan, as they are mandatory.

Based on a previous project that has been completed, a project manager decides the best way to estimate costs is through historical data. What kind of estimating is this?

- ☐ Three-point
- ☒ Analogous
- ☐ Bottom-up
- ☐ Parametric

During a sprint demo, the customer says that one of the user stories is not ready for customer use. Which checklist should the team look at to find out what has been missed for the user story?

- ☐ Velocity chart
- ☒ Definition of done (DoD)
- ☐ Definition of ready (DoR)
- ☐ Burndown chart

A team is feeling pressured to begin development work due to tight project deadlines. There are stakeholders with similar functions located in multiple countries. To accelerate the process, the business analyst has limited the requirements elicitation sessions to times that work for stakeholders in one time zone.

To reduce the risk with this approach, which step should the business analyst take?

- ☐ Ask the stakeholders in the elicitation sessions to speak on behalf of stakeholders in other time zones.
- ☐ Add the risk to the risk register so other stakeholders are aware of the approach.
- ☐ Request the project sponsor to approve this requirements elicitation approach for this project.
- ☒ Distribute the documented requirements to relevant stakeholders in all time zones for review and comment.

A new project manager is assigned to a high-visibility project. The project manager starts with the requirements analysis process.

Who should the project manager onboard to assist with the requirements traceability matrix or analysis?

- ☒ Business analyst
- ☐ Systems analyst
- ☐ Project sponsor
- ☐ Technical consultant

Following a project planning meeting with the team, a few team members approach the project manager to follow up on actions required. How can the project manager assess the effectiveness of the meeting?

- ☒ Review the actions from the meeting with each of the project team members to ensure their understanding.
- ☐ Consult the communications management plan to determine the success criteria for meetings.
- ☐ Ask the team members to provide feedback for meetings in the phase retrospective.
- ☐ Send the meeting minutes to all team members to verify that the required information is readily available.

Which three of the following are the most widely used techniques that a business analyst should implement to gather requirements? (Choose three)

- ☐ Current state analysis
- ☒ Scheduled interviews
- ☒ Brainstorming sessions
- ☒ Facilitated workshops
- ☐ Shop floor observation

Construction of a building has stopped due to a supplier's failure to deliver concrete. The project schedule is behind by three months.

What should the project manager do to overcome this problem and put the project back on track?

- ☐ Consult the legal department and subject matter experts (SMEs) regarding what to do to avoid failure.
- ☐ Accept any penalties that might occur and continue working as initially planned.
- ☐ Extend the time of product delivery and use management reserve to cover any losses.
- ☒ Follow the risk response plan and allocate resources, if needed, to overcome the issue.

An adaptive project manager is handling a five-sprint cycle to deliver a minimum viable product (MVP). After the third sprint, the productivity of the team drops to 30% due to a change in the way the team operates.

Which of the following changes has caused this loss in productivity?

- ☐ The team velocity was measured in the third sprint since the tool to measure velocity was introduced only in the third sprint.
- ☐ Two of the team members were asked to do multitasking, which they did not do in the previous two sprints.
- ☐ The team picked up technical debt items in the third sprint as technical debt can only be picked up after completing two sprints.
- ☒ Two of the team members have been working in silos using different methods to validate their performance.

During project planning, team members seemed clear on deliverables. However, as the project progressed deeper into the execution phase, team members expressed the need for smaller components to better understand what must be delivered.

What should the project manager do?

- ☐ Share the project management plan with the team members again to bring them up to speed on the requirements.
- ☐ Inform the stakeholders that the stakeholder register needs to be recreated, as the team does not understand the requirements.
- ☐ Schedule additional meetings with the customer to explain the requirements for each deliverable at length.
- ☒ Revisit the work breakdown structure (WBS) again during execution, as the WBS can be defined at different points in the project.

A dynamic systems development method (DSDM) practitioner receives a new high-priority feature request. What should the practitioner do first?

- ☒ Prioritize it in the requirements list for the next work period.
- ☐ Ask a dedicated team member complete it immediately.
- ☐ Develop the feature as a parallel work package.
- ☐ Shorten the current work period and begin the new work.

In the project charter process, which three of the following are discussed during meetings held with stakeholders?  
(Choose three)

- ☒ Project objectives
- ☐ Phase transitions
- ☒ High-level deliverables
- ☐ Cost
- ☒ Success criteria

A project manager is seeking assistance from the business analyst for an IT project. What assistance can the business analyst provide?

- ☐ Verify product functionality.
- ☐ Manage the project schedule.
- ☐ Allocate project resources.
- ☒ Elicit product requirements.

A business analyst needs to ensure the project team understands the most critical roles and responsibilities within the requirements change process. Which responsibility is the most important?

- ☐ Discussing the change
- ☐ Reviewing the change
- ☐ Analyzing the change
- ☒ Approving the change

A project team is working on a complex product and the work breakdown structure (WBS) is finalized. The team determines that the best approach is to use an adaptive delivery method and is now tasked with converting the WBS for adaptive delivery.

How can the team manage the conversion of the existing WBS to an adaptive approach?

- ☒ Organize the WBS into a set of related themes, epics, and user stories.
- ☐ Generate use cases for each WBS element and prepare a requirements document.
- ☐ Create themes for each WBS element and organize them into iterations for delivery.
- ☐ Produce a release plan for each WBS element and organize them into iterations for delivery.

An employee was hired to work on ongoing, repetitive activities in the accounting department. The employee's duties are managing and controlling day-to-day activities.

Which type of managing is the employee performing?

- ☒ Operations
- ☐ Strategic
- ☐ Finance
- ☐ Project

A business analyst sent multiple meeting requests via instant message to a subject matter expert (SME) working in another country but did not receive a response. What should the business analyst do to reduce the likelihood of this occurring in the future with other stakeholders distributed across multiple locations?

- ☒ Ask each stakeholder for their preferred communication method.
- ☐ Confirm the time zone and work days in each location.
- ☐ Check with the IT department to see if there is a technical issue.
- ☐ Assume the meeting request is accepted unless declined.

A project manager is working with the project sponsor to identify the resources required for the project. They use a RACI chart to ensure that the team members knows their roles and responsibilities.

What are the four elements of a RACI chart?

- ☐ Responsible, accountable, coordinate, and inform
- ☐ Recommend, approve, coordinate, and inform
- ☐ Recommend, accountable, consult, and inform
- ☒ Responsible, accountable, consult, and inform

A project manager has joined the sponsor to verify the last deliverable of the project. The sponsor is measuring and examining the deliverable to determine whether it meets the requirements and product acceptance criteria.

Which activity is being performed?

- ☐ Brainstorming
- ☐ Decision making
- ☒ Inspection
- ☐ Prototyping

A project is in its final stages when a competitor releases a similar product. This could make the project redundant.

What should the project manager do next?

- ☐ Initiate project closure.
- ☒ Address risk mitigation.
- ☐ Initiate change control.
- ☐ Escalate this to the project sponsor.

Which method should be used to elicit a cross-functional requirement?

- ☐ Prototyping
- ☐ Interviews
- ☐ Focus groups
- ☒ Facilitated workshops

A project team is meeting to seek solutions on a new problem that occurred recently. The meeting is comprised of two parts: the first is a generation of ideas and the second is an analysis.

Which technique is the team using?

- ☐ Focus group
- ☒ Brainstorming
- ☐ Checklists
- ☐ Interview

Which tool should a project manager use to calculate cost variance for a project?

- ☐ Review lessons learned from similar projects
- ☒ Actual cost
- ☐ Expert judgment
- ☐ Contingency analysis

A project manager is newly assigned to a project. Which document can help the project manager understand the project scope?

- ☐ Process flow diagram
- ☒ Context diagram
- ☐ User interface flow
- ☐ Data flow diagram

During the project life cycle for a major product, a stakeholder asked to add a new feature. Which document should they consult for guidance?

- ☐ Product release plan
- ☐ Project management plan
- ☒ Product management plan
- ☐ Project release plan

On a clinical trial project, the project manager is worried about maintaining control of the project. The project manager decides to use a requirements traceability matrix.

What is the advantage of using this tool?

- ☐ Resource allocation will be kept to a minimum.
- ☐ Project closure will be established.
- ☒ Scope creep will be prevented.
- ☐ Project costs will be controlled.

All testing on a project has been performed successfully and all acceptance criteria have been met. What is the next step?

- ☐ Wait for the next sprint.
- ☐ Set up a meeting with the sponsor.
- ☐ Set up a go/no-go meeting.
- ☒ Deliver the product.

An organization is faced with increasing demand from the board of directors. They say budgets are flexible as long as the work gets completed.

What project management approach should the organization use?

- ☐ Iterative
- ☐ Hybrid
- ☐ Predictive
- ☒ Adaptive

Which of the following is part of the project sponsor's responsibility?

- ☐ Tracking the business value
- ☒ Advocating the business value
- ☐ Monitoring the business value
- ☐ Auditing the business value

Which project life cycle follows a plan reviewed and approved by the stakeholders?

- ☒ Predictive
- ☐ Adaptive
- ☐ Iterative
- ☐ Incremental

A project manager is calculating the current budget. The earned value (EV) of the project is lower than the actual cost (AC) of the project.

How should the project manager report the status of the project?

- ☐ The project is within budget and within schedule.
- ☒ The project is at risk as the cost variance (CV) is negative.
- ☐ The project is tracking well as the cost variance (CV) is negative.
- ☐ The project is within budget but is delayed.

A key project team member complains about being left out of the communication loop. In order to ensure that each key member is involved, who should review the business analysis communications management plan?

- ☐ Only the business analyst
- ☒ Business analyst, project manager, and stakeholders
- ☐ Business analyst and project manager
- ☐ Business analyst, project manager, and sponsor

A project manager has the task of determining the deliverables for a six-month project using a predictive approach. How should the project manager determine which processes to include in the project management plan?

- ☐ Integrate hybrid approach processes and deliverables to meet the short delivery time line.
- ☐ Identify the processes and deliverables for only the current phase first.
- ☒ Discuss the processes and deliverables needed to meet the project objectives with the team.
- ☐ Follow organizational methodology and produce all required deliverables.

A project team is tasked with decomposing the scope to enable detailed cost and duration estimates. What should the team do to achieve this requirement?

- ☐ Prepare a WBS with task sequencing and detail the duration and cost estimates.
- ☐ Prepare a work breakdown structure (WBS) to include each deliverable with a target duration and cost estimate.
- ☐ Prepare a WBS for immediate tasks in the plan to work package level for duration and cost estimates.
- ☒ Prepare a WBS to work package level to effectively manage duration and cost estimates.

A project manager is assigned to a new project with a defined scope. The project requires advanced planning at the start of the project.

Which approach should the project manager select for the project?

- ☒ Predictive
- ☐ Hybrid
- ☐ Adaptive
- ☐ Kanban

What can a requirements traceability matrix enable regardless of the project methodology being used?

- ☐ Creation of a solid business case
- ☒ Identification of missing and superfluous requirements
- ☐ Investigation of the viability of a new product
- ☐ Evaluation of solution and system performance

A project manager is managing a small project that has a time constraint. What should the project manager do to ensure the delivery is on time?

- ☒ Schedule the tasks in parallel.
- ☐ Expand the scope of the project.
- ☐ Increase quality review cycles.
- ☐ Schedule the tasks in sequence.

A community project with a large number of stakeholders is scheduled for delivery in six months. The project manager asked the business analyst to ensure an effective requirements elicitation.

What should the business analyst do?

- ☐ Ask the project coordinator to facilitate some of the workshops.
- ☐ Engage a consultant that is familiar with the community needs.
- ☐ Organize a workshop with the sponsor and major stakeholders.
- ☒ Invite both internal and external stakeholders to the workshops.

A project team is brainstorming about the best methods and practices to adopt for an upcoming project. What is the project team trying to follow?

- ☐ Concepts
- ☒ Standards
- ☐ Portfolios
- ☐ Programs

While working in an adaptive environment, a business analyst is collaborating with other roles in drafting a product roadmap. Which three roles are involved in establishing the product roadmap? (Choose three)

- ☒ Project sponsor
- ☒ End user
- ☐ Internal inspector
- ☐ Portfolio manager
- ☒ Program manager

In one of the project meetings during a project execution, a new stakeholder attends and highlights a new risk. What should the project manager do next?

- ☐ Add this risk to the lessons learned register on project completion.
- ☐ Make sure proper testing gets completed to minimize the risk highlighted.
- ☒ Add the stakeholder to the stakeholder register and add the risk to the risk register.
- ☐ Ignore the risk from this stakeholder as this stakeholder never showed up at the start of the project.

A project team is working on relocating offices to another building and providing new furniture. The new furniture was purchased from an international vendor. The price was negotiated in a foreign currency, and due to changes in the exchange rate, the cost has increased by 10%. There is no contingency in the project budget.

What should the project manager do?

- ☐ Escalate this issue to the project management office (PMO).
- ☐ Escalate this issue to the chief financial officer (CFO).
- ☒ Escalate this issue to the project sponsor.
- ☐ Escalate this issue to the procurement team.

A key stakeholder has left the project management team. The team now has a new key stakeholder who is requesting project reports from team members out of sequence.

What should the project manager do first?

- ☐ Perform qualitative risk analysis.
- ☒ Engage with the new stakeholder.
- ☐ Extend an iteration review invite to the new stakeholder.
- ☐ Allow team members to share project status reports.

An international company that is starting to practice an adaptive approach has several development teams located globally. They are having problems with multiple time zones and repetitive project schedule slippage.

What effective tools should the project teams use to collaborate?

- ☐ Arrange frequent colocated meetings and let the teams work together.
- ☐ Focus on developing products by only using teams that are colocated.
- ☐ Benchmark and adopt best practices that are being used by the competition.
- ☒ Adopt an iterative development approach and conduct virtual meetings.

During a project team meeting, one of the team members suggested a product functionality that would immensely benefit the customer. The project manager documents the request for later analysis.

What is this an example of?

- ☐ Managing the scope
- ☐ Monitoring the traceability matrix
- ☐ Managing the cost benefit
- ☒ Maintaining the product backlog

During the requirements verification process, stakeholders are finding many errors in the requirements definition. What could the business analyst have done to avoid these errors?

- ☐ Asked the stakeholders to write the requirements themselves
- ☐ Included the project manager in the elicitation sessions
- ☐ Updated the requirements traceability matrix
- ☒ Confirmed the elicitation results after sessions

Which three of the following interpersonal skills does a project manager rely on when developing the project management plan? (Choose three)

- ☐ Interviews
- ☒ Meeting management
- ☒ Facilitation
- ☒ Conflict management
- ☐ Focus groups

A Scrum team has a product backlog and a sprint backlog. Which of the following is a correct statement related to these artifacts?

- ☐ The product backlog does not contain a prioritized list of requirements.
- ☐ The sprint backlog contains the list of items prioritized by the product owner.
- ☒ The sprint backlog contains items to be completed during the current sprint.
- ☐ The product backlog is a subset of the sprint backlog.

An organization's project management office (PMO) has issued guidelines that require a specific template to be used for onboarding resources for a project. Where can the project manager find this template?

- ☐ Resources management plan
- ☐ Organizational systems access
- ☐ Procurement management plan
- ☒ Organizational process assets

A team member, who is close to an influential stakeholder, has joined the project team. The stakeholder is routing requests for multiple reports through the new team member, and the team member reaches out to the project manager regarding this.

What should the project manager do first?

- ☐ Forward the status reports to the stakeholder.
- ☒ Consult the communications management plan.
- ☐ Manage stakeholder engagement.
- ☐ Update the communications management plan.

A project team is evaluating criteria to determine project viability. Which of these activities will provide insight into making a go/no-go decision to start the project?

- ☐ Benchmarking
- ☐ Cost of quality (COQ)
- ☒ Cost-benefit analysis
- ☐ Lessons learned

An adaptive project team is grooming the backlog for the next iteration. What does the team need to document in the user stories to determine the work needed to complete each story?

- ☒ Detailed acceptance criteria
- ☐ Team velocity in past iterations
- ☐ Product owner's priorities
- ☐ Related epics of each story

Recently, the government published a new tax law giving companies one year to implement the changes. A project was initiated to change the accounting system.

Which delivery approach is most suitable in this context?

- ☐ Adaptive, because the changes have never been implemented before.
- ☒ Adaptive, because the government will provide constant feedback.
- ☐ Predictive, because the requirements are clearly defined up-front.
- ☐ Predictive, because of the high risk that the company can be fined.

A technical project manager uses a directive approach with the team. Some team members are growing increasingly frustrated when their recommendations are not adopted by the project manager.

What should the project manager do to address this issue?

- ☐ Instruct the team members to self-organize and resolve any outstanding issues.
- ☐ Encourage the team to follow the project plan that was developed with team input.
- ☒ Apply emotional intelligence (EI) skills, such as active listening, to understand the team's issues.
- ☐ Ask the team members to record their concerns in the lessons learned log for future action.

A project team working on an automobile manufacturing project is detailing the parts needed for a car door design. The door is composed of several parts that have to be developed in sequence, as the frame is needed before other parts can be designed and built.

What activity is the team involved in?

- ☐ Developing a communications management plan
- ☒ Creating a work breakdown structure (WBS)
- ☐ Developing a stakeholder engagement plan
- ☐ Identifying risks and issues in the project

A project sponsor has asked the project manager to determine how soon the project can be completed. Which of the following methods can a project manager use to find this information?

- ☐ Decomposition
- ☐ Work breakdown structure (WBS)
- ☐ Scope baseline
- ☒ Critical path method (CPM)

In a demonstration meeting with a customer, the project team presented deliverables that were considered ready for customer use. The team based the results on a checklist of all the required criteria for the project.

Which of the following elements is the team using?

- ☐ Backlog refinement
- ☐ Definition of ready (DoR)
- ☒ Definition of done (DoD)
- ☐ Burndown chart

How can working in iterations increase the quality of the product being built?

- ☒ Requirements are frequently clarified by users of the product.
- ☐ The project manager has more time to document goals in advance.
- ☐ Teams have to do less planning and focus more on quality.
- ☐ Less testing is required since it is done at the end of the project.

At the end of the third iteration, the project team gathers to discuss the stories to be implemented in the next iteration. What should the team do during this session?

- ☐ Bring up all risks for implementing the user stories and discuss possible solutions.
- ☐ Develop a user story analysis based on the work done, depicting the current status, S-curve, schedule variance (SV), and planned value (PV).
- ☐ Run a spike to ensure all information available is correct and then decide which stories to implement.
- ☒ Plan the backlog by estimating and reprioritizing the user stories as new information becomes available.

The handoff of the first version of a software application to the operational team has taken a month longer than anticipated. How could this extended transition time have been avoided?

- ☐ If the end-user documentation was more thorough
- ☐ If the operations manager was invited to all sprint reviews
- ☒ If the transition process was agreed upon during the build
- ☐ If the operation team members were trained externally

Which of the following does a portfolio combine?

- ☐ Projects, change management, and operations
- ☐ Projects, programs, and risks
- ☒ Projects, programs, and operations
- ☐ Operations, strategies, and business continuity

A few project team members are having issues understanding the requirements as described. Which action should be taken to resolve this issue?

- ☒ Review the requirements traceability matrix, the business analysis communications management plan, and set up a meeting with the business analyst and key stakeholders.
- ☐ Review the project management plan and set up a meeting with the project manager and key stakeholders.
- ☐ Review the requirements traceability matrix and set up a meeting with the business analyst and key stakeholders.
- ☐ Review the business analysis communications management plan and set up a meeting with the business analyst and key stakeholders.

Which three of the following are key traits of a project leader? (Choose three)

- ☒ Convey trust and inspire trust in other team members.
- ☐ Rely on control.
- ☒ Challenge the status quo and do things differently.
- ☐ Focus on near-team goals.
- ☒ Focus on the horizon.

How does a requirements traceability matrix help to determine whether a product is ready for delivery?

- ☒ It tracks links between the approved requirements and each work product.
- ☐ It assesses the quality of test cases and expected results.
- ☐ It confirms the completion of all stories in the backlog.
- ☐ It captures assigned tasks and their estimated durations.

A quality management plan describes how the project and product scopes are managed in accordance with which of the following items?

- ☐ Historical quality standards and past organizational projects
- ☐ Organizational quality policies, standards, and methodologies
- ☒ Organizational quality policies, stakeholder expectations, and historical data
- ☐ Product sponsor's expectation of organizational quality

An adaptive team schedules 20 story points in the upcoming sprint. Historically, the team completes 25 story points on average per sprint. Each sprint is two weeks, and there is one day of float.

What is the likelihood the team will complete all 20 story points in the upcoming sprint?

- ☐ 50–75%
- ☐ 25–50%
- ☐ 0–25%
- ☒ 75–100%

A project manager engages a highly specialized resource who is in a different location and cannot join the regular team meetings. This is leading to delays in productivity.

How can the project manager assist the team to resolve the issue?

- ☐ Ask the team to identify possible options to resolve the issue with minimal impact to the new resource.
- ☐ Request the new resource be relocated with the rest of the team and document a change request for the project.
- ☒ Consult the communications management plan to review available options, such as special virtual meetings, with the new resource.
- ☐ Log this issue in the issue log and escalate it to the management team, asking them to replace the new team member.

A business analyst has encountered a conflict related to competing requirements on an existing project. What tool should the business analyst use to resolve this issue?

- ☐ Peer review
- ☒ Weighted ranking
- ☐ Risk assessment
- ☐ Procurement management

A new project was approved by the project management office (PMO), and the scope of the project is to build a new detachable classroom. What delivery method and artifacts should the project manager use to deliver this project?

- ☐ Linear project management; project schedule and project backlog
- ☒ Linear project management; project schedule and work breakdown structure (WBS)
- ☐ Adaptive project management; project schedule and project backlog
- ☐ Adaptive project management; project schedule and work breakdown structure

An adaptive team is performing the kickoff meeting and planning the project management approach. After defining project events, one team member argues that the artifacts are missing. The project manager coaches the team to complete the planning.

Which two of the following items should be included in the planning? (Choose two)

- ☐ Daily scrum
- ☒ Increments
- ☐ Sprint review
- ☒ Sprint backlog
- ☐ Sprint retrospective

During a retrospective, the team finds that all of the user stories are not complete. What should be done with the incomplete user stories?

- ☒ Move these user stories back to the product backlog for reprioritization.
- ☐ Complete these user stories in the current sprint and extend the sprint length.
- ☐ Remove these user stories as they are not important.
- ☐ Advance these user stories to the top of the next sprint backlog.

A project manager is reporting the project performance as 25 days worth of work completed against 13 days originally planned. What is the schedule variance (SV)?

- ☐ 1.15
- ☐ -12
- ☒ 12
- ☐ 38

Which tool uses an algorithm based on historical data to calculate cost?

- ☐ Analogous estimating
- ☐ Relative estimating
- ☒ Parametric estimating
- ☐ Three-point estimating

An executive sponsor wants to be briefed on how the product will change over time. Which document should the business analyst use to prepare their presentation?

- ☐ Project management plan
- ☐ Product requirement
- ☐ Project charter
- ☒ Product roadmap

What is the equation to calculate cost variance (CV)?

☐  $CV = EV - BAC$

☐  $CV = EV / BAC$

☐  $CV = EV / AC$

☒  $CV = EV - AC$

A new project was approved and the project manager is discussing the most suitable delivery approach with the project sponsor. Which three of the following are characteristics of a traditional project delivered using a linear delivery approach? (Choose three)

- ☒ Use of established templates
- ☒ Routine and repetitive activities
- ☐ Collocated project teams
- ☐ Many expected simple scope change requests
- ☒ Few expected simple scope change requests

A project team has completed the sprint review and the users are impressed by the demo. However, another functionality included in the sprint that was not discussed in the review is not ready for production deployment.

What should the project team do?

- ☐ Demo the incomplete feature at the sprint retrospective.
- ☐ Wait to complete all user stories that are in development.
- ☒ Deploy the functionality that was presented to the users.
- ☐ Continue with sprints until the product backlog is empty.

A project team is starting to work on a project based on a Kanban approach. In order to frame the capacity of the team's workflow at any moment, the project manager will need to restrict the maximum amount of activities to be performed.

Which element will the project manager handle?

- ☐ Capacity limit
- ☐ Virtual board
- ☒ Work in progress
- ☐ Pull system

A project's aim, from a business perspective, is moving an organization from one level to another to achieve a specific objective. What is the goal for a project's successful completion?

- ☐ Current state
- ☐ Planned state
- ☐ Budgeted state
- ☒ Future state

An adaptive project manager is told that a new industry regulation will affect an upcoming deliverable. Where should this be recorded?

- ☐ Sprint board
- ☐ User story
- ☐ Sprint planning
- ☒ Risk register

When executing a project, a recently hired subject matter expert (SME) who reviewed the execution progress remarked that the schedule could be crashed and that the schedule was not assessed properly. What should the project manager do next?

- ☐ Update the risk register.
- ☐ Initiate a change request.
- ☒ Review the schedule baseline.
- ☐ Update the schedule baseline.

A project team is reviewing project performance. During the execution phase, the project team discovers that there is an off-the-shelf (OTS) product, which could reduce the time line for development.

What should the project manager do next?

- ☐ Evaluate the risk with the project team.
- ☒ Conduct an opportunity analysis with team.
- ☐ Add the discovery to the assumptions.
- ☐ Update the project management plan.

Why is working in iterations usually more time consuming than using a predictive life cycle?

- ☐ Timeboxing increases the time needed to accomplish tasks.
- ☒ It takes time to understand what the project needs to deliver.
- ☐ Iterations are longer than the execution phase of a traditional project.
- ☐ Having a minimum viable product first can take more time.

During the execution of a predicted project, the need for a new product feature has been proposed by the customer. What should the project manager do next?

- ☐ Decline any request by the customer and continue the project as initially planned.
- ☐ Accept the customer's request and continue with elicitation of the new product features.
- ☐ Investigate the possibility of using the management reserve to pay for the extra hours the team will need to work.
- ☒ Investigate the effect that such an integration will have on the project plan and propose a change request.

A project team has completed the first iteration and the testing manager approved the test report, indicating that the acceptance criteria have been met. The manager of the business unit that will use the new product is asking for additional functionality before approving the rollout for their team.

What should the project manager do next?

- ☐ Escalate this issue to the project management office (PMO).
- ☐ Reschedule the rollout to start with another business unit.
- ☒ Reschedule the rollout to include the new requirements.
- ☐ Escalate this issue to the project sponsor.

What is the purpose of an adaptive standup meeting?

- ☒ To ask the team what work has been completed, ask what work will be completed, and report impediments
- ☐ To review what work has been completed, remove impediments, and calculate velocity
- ☐ To ask the team what work has been completed, calculate velocity, and determine what work will be completed
- ☐ To update the burndown chart, calculate velocity, and report impediments

A project veers off track due to scope creep. The project management team requests an immediate response from the major stakeholders.

What should the project manager do next to avoid project failure?

- ☐ Delay the project by adopting a fast-fail approach, mitigating the risk of having a bigger impact on the company.
- ☒ Adopt a change management approach and delay the project to decide on the direction.
- ☐ Develop a focus group to face the issue and decide on the appropriate direction.
- ☐ Request a meeting with top management to state concerns about their ability to handle the situation.

Given the following information, what is the schedule variance (SV) for this project?

Early start date (ES): 16 weeks

Actual time: 12 weeks

Schedule performance index (SPI): 1.3

☐ 3

☒ 4

☐ 5

☐ 2

How can emotional intelligence (EI) be effective in project management?

- ☐ By preparing a project plan and managing the team members
- ☒ By reducing tension and increasing cooperation among team members
- ☐ By planning for user acceptance testing
- ☐ By establishing project resource allocation

Who identifies project requirements in the early phase of the project?

- ☐ Project manager, business analyst, and project sponsor
- ☐ Project sponsor, business analyst, and key stakeholders
- ☒ Project manager, business analyst, and key stakeholders
- ☐ Business analyst, product team, and key stakeholders

A project manager has a project schedule baseline. How can the critical path be determined from the finalized schedule?

- ☒ Identify the longest activity path in the schedule with the shortest possible duration.
- ☐ Identify the tasks with float duration, which do not impact the duration of the project.
- ☐ Identify the path through the schedule with leveled resources and the shortest duration.
- ☐ Identify the crashed project schedule to find the shortest duration to complete the project.

A project manager is preparing a monthly status report for the project, which includes project performance compared to the baseline schedule. How can the project manager calculate the schedule variance (SV) for tasks on the critical path?

- ☐ Earned Schedule ÷ Actual Time
- ☐ Planned Value – Earned Value
- ☐ Actual Time – Earned Schedule
- ☒ Earned Value – Planned Value

An adaptive team's velocity dropped significantly in the last sprint due to the planned vacation of two team members. The project sponsor wants to know how many more sprints it would take to complete the remaining project.

How should the project manager calculate the anticipated velocity for future sprints?

- ☐ Use the velocity of the last sprint, as it is the most recent one to share.
- ☐ Add a 30% buffer to the velocity to calculate future velocity.
- ☒ Calculate the average of the past five sprints to predict future velocity.
- ☐ Change the adaptive tool that the team is using to calculate velocity.

A team is working on a project using an adaptive approach. During project execution, the project gets delayed by one month due to an unforeseen risk.

What should the team do next to deliver this project?

- ☐ Stop working on the project completely, even if the team can continue working on the tasks with the identified risk.
- ☐ Accept the project delay and add the risk to the lessons learned document for the next project.
- ☐ Change the delivery date and deliver the initially agreed-upon scope after mitigation of the identified risk.
- ☒ Reprioritize the work based on the increased visibility of the current risks.

A project is composed of three phases that are implemented in parallel without affecting one another. The baselines for each individual phase have been approved by the major stakeholders, and there is a minimal ability to vary the baselines during the execution of the project.

Which methodology did the project manager adopt?

- ☐ Incremental approach
- ☐ Hybrid approach
- ☒ Predictive approach
- ☐ Iterative approach

A project is at risk of delivering the solution late because of poor quality that prevents the user acceptance testing (UAT) to be finalized. The product owner does not want to sign off until all the Severity 1 (S1) defects are fixed.

What should the project manager do to manage this risk?

- ☐ Review the organizational chart to find out who else can sign off UAT.
- ☒ Consult the risk register and implement the risk response actions.
- ☐ Create a risk in the risk register for each S1 defect and assign actions.
- ☐ Ask the developers to work longer hours and resolve the defects.

A project's business analyst has to understand the newly acquired technology and the impact it will have on the organization. Which tool should be used to understand the new technology?

- ☒ Strengths, weaknesses, opportunities, threats (SWOT)
- ☐ Must have, should have, could have, won't have (MoSCoW)
- ☐ Responsible, accountable, consulted, informed (RACI)
- ☐ Work breakdown structure (WBS)

A construction project is underway and there are three months left to complete the building. A public authority responsible for approving the final stage is stalling the project.

What should the project manager do?

- ☐ Visit the public authority headquarters and formally petition them, demanding an explanation about this delay.
- ☐ Discuss this with the department head and arrive at an acceptable solution to expedite the approval process.
- ☒ Report the issue to major stakeholders and explore possible corrective actions along with legal assistance.
- ☐ Mitigate the risk of missing the deadline by requesting an alternative public authority to participate in the approval process.

A subject matter expert (SME) was recently assigned to a project to manage the new compliance requirement. The SME claimed that the activity's prioritization needed to change and the schedule could be cut to mitigate the effect of this new compliance need.

How should the project manager proceed?

- ☐ Conduct a risk assessment with the team.
- ☒ Perform Integrated Change Control.
- ☐ Manage Stakeholder Engagement.
- ☐ Update the schedule to include compliance.

A new game development process must have three versions. Each version is to be developed in approximately five iteration cycles with a duration of one month each. This will help this small enterprise to have a return on investment (ROI) as the project runs from the first cycle.

Which methodology should the project manager adopt and implement in the project?

- ☐ Extreme Programming (XP) as it will help deliver more quickly since developers will work in pairs.
- ☐ Feature-driven development (FDD) as it will deliver product segments and the milestones are controlled by the development manager.
- ☒ Scrum as it uses sprints and retrospectives, maximizing time delivery and the value of the product.
- ☐ Kanban as it will provide flexibility to the team for working at their own pace in the time frame requested.

An adaptive project team is meeting for the first time and deciding on the project management approach. After defining the project artifacts, one team member argues that the events are missing. The scrum master coaches the team to complete the planning.

Which two of the following elements should be included? (Choose two)

- ☐ Increments
- ☐ Product backlog
- ☐ Sprint backlog
- ☒ Sprint retrospective
- ☒ Daily scrum

A project manager oversees a project in an adaptive environment. After each iteration, which type of meeting should the project manager conduct?

- ☐ Daily standup
- ☐ Backlog refinement review
- ☒ Retrospective
- ☐ Iteration planning

An adaptive team is in the process of merging a legacy system from an acquired company. In order to check the project status and manage the flow of work, they are using a scrum board for this project.

What data should be included in this information radiator?

- ☐ Increments and bottlenecks
- ☐ Burndown and burnup charts
- ☐ Key performance indicators (KPIs) and baseline
- ☒ Product and sprint backlog

An organization that is being interviewed online has recently experienced a severe network outage. Consequently, the organization has stated that it is required to have a working data network.

Which classification should be assigned to data network requirements?

- ☒ Business requirement
- ☐ Transition requirement
- ☐ Solution requirement
- ☐ Customer requirement

A project team member is discussing a new project with their manager. The project is very similar to a project that was delivered last year and the scope is very well documented.

Which of the following project delivery approaches should be recommended?

- ☐ Extreme
- ☒ Traditional
- ☐ Hybrid
- ☐ Adaptive

Drag the five stages of team development on the left onto the blocks on the right to place them in sequential order.

Stage of team development

Sequence

Storming

Adjourning

Performing

Norming

Forming

A company is moving from a predictive to an adaptive approach. How should the company now translate the already planned work breakdown structure (WBS) to adaptive iterations?

- ☒ Create a product backlog with the information depicted in the WBS and prioritize the newly developed user stories into iterations.
- ☐ Consider reforming the structure of the company first as it is difficult for a company to transition from predictive to adaptive methods.
- ☐ Accept this limitation and perform accordingly since the WBS can only be used in Scrum iterations.
- ☐ Save the WBS in the historical data as the information can only be used for educational purposes and not as inputs for creating user stories.

An adaptive team is working on a mobile banking application. The team conducted their sprint demo, which included 12 stories that were completed. This was the last sprint before the product was to be launched in the beta phase. One of the attendees from marketing noticed that a requested enhancement to share on social media was still in the product backlog.

Why was the product still determined to be ready for delivery?

- ☐ The sprint demo went smoothly and the team did not find any open issues.
- ☐ The social media story is a marketing priority and less important than other priorities.
- ☒ The development team completed all of the stories identified by the product owner as having the highest customer value.
- ☐ The development team ran out of time and did not pull the social media story from the backlog.

A project manager is assigned to a project, and the sponsor signals to perform first actions. However, the project manager is unsure how to apply organizational resources into project activities before a formal authorization.

Which document should be used in this case?

- ☒ Project charter
- ☐ Budget requirement
- ☐ Business case
- ☐ Project plan

Two resources are performing a peer review of an artifact. What should be the outcome of the peer review?

- ☐ All business rules and data requirements for each process are documented.
- ☐ All relevant business rules for each process are documented.
- ☐ The data requirements for each process are documented.
- ☒ The resulting documentation adheres to established organizational standards.

The executive committee of a company is reviewing its portfolios. Which of the following would be helpful to evaluate success?

- ☐ Control environmental changes.
- ☒ Aggregate benefits realization.
- ☐ Monitor changes continuously.
- ☐ Charter the strategic objectives.

A team has been tasked with designing a product to address a problem they have never faced before. The project team is struggling to get traction as the solutions are not clear.

What should the project manager do next?

- ☒ Facilitate a brainstorming session for the team to discuss ideas to solve the problem.
- ☐ Meet with the project sponsor to understand their vision on how to address the problem.
- ☐ Add the issue to the project issue log, as it will impact the project performance.
- ☐ Add the risk to the project risk register, as the lack of solutions could impact how the product is built.

A project manager needs to determine the schedule variance (SV). The project manager's latest schedule indicates 14 units of work completed against a plan of 23 units.

What is the SV?

- ☐ 37
- ☒ -9
- ☐ 9
- ☐ 322

A project manager was assigned to a project to implement a manufacturing system in a food factory. The main project objective is to deliver machines that are ready to process food. The project manager decides that this particular project does not require the use of timeboxed iterations.

Which method should the project manager adopt?

- ☒ Kanban
- ☐ SAFe®
- ☐ Feature-driven development (FDD)
- ☐ Scrum

Who should the stakeholders consult to discuss concerns about the current work package?

- ☒ Project manager
- ☐ Business analyst
- ☐ Project sponsor
- ☐ Project coordinator

During the project planning process, which three of the following stakeholders are required to take part in the risk assessment meeting? (Choose three)

- ☐ End user
- ☒ Project sponsor
- ☒ Project team
- ☐ Product owner
- ☒ Subject matter experts (SMEs)

Which two of the following can be used as communication tools between the business analyst and the rest of the project team? (Choose two)

- ☐ Gantt chart
- ☒ Responsible, accountable, consult, inform (RACI) matrix
- ☐ Project management plan
- ☒ Process flows
- ☐ Pareto chart

An adaptive project manager is migrating the company's new website. The project manager must work with the team to invest full capacity on this project because it is the company's top-ranked project in the portfolio. In order to increase throughput and provide consistent delivery, the project manager needs to assign members who are currently involved with other projects.

How should the project manager assign the team members to this project?

- ☐ Multitasking
- ☐ Task switching
- ☐ Prediction
- ☒ Full allocation

What is one reason why stakeholders must be identified when performing business analysis?

- ☐ To determine a cost-benefit analysis for the project
- ☐ To identify project time lines through business reviews
- ☒ To identify who should define the business requirements for the project
- ☐ To allow the business analyst to determine the project budget

During project execution, a key resource leaves the team for another job. What should the project manager do in this situation?

- ☒ Consult with the functional manager for a replacement resource.
- ☐ Consult the risk register for an appropriate risk response.
- ☐ Submit a change request for additional budget to secure a project resource.
- ☐ Distribute work to other team members to reduce impact to the project schedule.

A project team for a marketing company is acquiring leaflets and materials from competitors. The team is working on a project to release new products, and they are trying to get ideas on how to most efficiently market these new products.

Which activity is the project team conducting?

- ☐ Project initiation
- ☒ Benchmarking
- ☐ Brainstorming
- ☐ Project execution

Why is a project undertaken?

- ☐ To increase the understanding of project management
- ☐ To teach the discipline of program and portfolio management
- ☐ To achieve better management of resources
- ☒ To create a unique product, service, or result

If the estimate at completion (EAC) is 25, and the budget at completion (BAC) is 17, what is the variance at completion (VAC)?

- ☒ -8
- ☐ 8
- ☐ 1.4
- ☐ 425

Which three processes are generally included in risk management? (Choose three)

- ☐ Estimate Risk Activity Resources
- ☒ Perform Qualitative Risk Analysis
- ☒ Plan Risk Responses
- ☐ Monitor Risk Costs
- ☒ Identify Risks

Which of the following is provided by the critical path method?

- ☐ Schedule float
- ☐ Schedule value
- ☐ Earned value (EV)
- ☒ Total float

The product owner, Chris has a meeting with the customer, Sandra.



Thanks for meeting with me Chris. We noticed that your product is doing well in the European market. We'd like to make it available in the Asian Market.



Thanks, Sandra. We need to modify a few features to adapt the product to the Asian market.



When following up on an iteration, Chris (product owner) discovers that demo development is delayed, which is threatening to have done to avoid this situation?

- ☐ Asked the project team to work extra hours to catch up
- ☐ Improved team communication to identify the problems early
- ☒ Prioritized the product backlog to adapt to the customer's request
- ☐ Requested a time extension from the customer to avoid cancellation

A project is at the closing stage. The project manager asks the team to perform closing functions at the next meeting.

Which two procedures will the project team perform? (Choose two)

- ☐ Stakeholder mapping
- ☒ Deliverable acceptance
- ☒ Project audit
- ☐ Issue log update
- ☐ Risk register tracking

A project team is working on a new driverless vehicle and is organizing a workshop with experts to analyze the data received from the prototype. Who should the project manager invite to provide expert advice?

- ☒ The subject matter experts (SMEs) identified in the stakeholder register
- ☐ The senior experts with high status in the academic community
- ☐ The major stakeholders nominated by the project sponsor
- ☐ The usual review participants holding recognized certifications

Which of the following can a project manager conduct if they have a stakeholder who is unresponsive and/or unsupportive?

- ☐ Communication style assessment
- ☒ Pull communications
- ☐ Interactive communications
- ☐ Push communications

In adaptive projects, who should approve the prioritization of the backlog?

- ☐ Business analyst
- ☒ Product owner
- ☐ Project sponsor
- ☐ Project manager

A practitioner organized a requirements workshop with the client's frontline application users. The users explained that one of the challenges of the current application is that they must click on each input before entering data, which happens thousands of times a day.

What competencies should the practitioner use to explain this need to the technicians?

- ☒ Active listening
- ☐ Decision-making
- ☐ User acceptance testing
- ☐ System thinking

A business case is being assembled. Which two elements are necessary to complete this process? (Choose two)

- ☐ Requirements traceability matrix
- ☒ Business goals and objectives
- ☐ Risk register
- ☒ Product roadmap
- ☐ Project management plan

A new business analyst has joined the team in the middle of a project and the requirements traceability matrix has been updated. What should the business analyst do next?

- ☐ Ask the project manager to share the updated requirements traceability matrix at the next meeting.
- ☒ Consult the business analysis communications management plan.
- ☐ Review the project management plan.
- ☐ Share the requirements traceability matrix the same way it was shared previously.

A project manager has reached an agreement on the requirements and now needs to define the workflow for the end user. A critical step must be completed and validated by the end user before proceeding.

Which modeling tool best describes this process?

- ☐ Traceability
- ☒ Use case
- ☐ User interface design
- ☐ Wireframe

Which of the following activities are included as part of a project manager's responsibilities?

- ☒ Control, maintain project status, and develop.
- ☐ Inspire, engage, and build relationships with people.
- ☐ Direct, control, and focus on structure.
- ☐ Problem solve, achieve the bottom line, and focus on success.

During a kickoff meeting, the project sponsor presents a very ambitious project. Unfortunately, the stakeholders are not very excited as the work associated with the new project seems inefficient.

What could be missing from the business case?

- ☐ Approval from the stakeholders
- ☐ Work breakdown structure (WBS)
- ☒ Feasibility study of the solution
- ☐ Root cause analysis of the problem

A project manager is in the process of onboarding resources to start work on a project. Which of the following components of a project management plan will the project manager update after completing this activity?

- ☒ Resource management plan and procurement management plan
- ☐ Resource management plan and preassignment
- ☐ Resource management plan and lessons learned register
- ☐ Resource management plan and cost baseline

A business analyst is working on a project that follows an adaptive life cycle. Due to budgetary constraints, the sponsor asks the team to focus on critical requirements.

What should the business analyst do?

- ☐ Document requirements.
- ☐ Trace requirements.
- ☒ Prioritize requirements.
- ☐ Validate requirements.

A software project has completed the first iteration, and the testing manager noted that some features were not incorporated and would not approve the software. The business unit manager who will use the software is satisfied with the software and wants to start the rollout.

What should the project manager do?

- ☒ Organize a meeting between the two managers.
- ☐ Escalate the issue to the project management office (PMO).
- ☐ Ask the project team to resolve all of the open issues.
- ☐ Escalate to the sponsor to decide when to commence the rollout.

During a virtual kick-off session, the project sponsor highlights the significance of the project to the company. What message should be conveyed to the team in this meeting?

- ☐ Promotion opportunities with this project
- ☒ Assignment of key roles and responsibilities
- ☐ Bonuses based on accomplishment criteria
- ☐ New working contract with more benefits

Calculate the schedule performance index (SPI) based on the following information: earned value (EV) is 30 and planned value (PV) is 15.

- ☐ 0.5
- ☒ 2.0
- ☐ 45
- ☐ 15

A business manager wants to start a project to launch a new product. How should the manager initiate the project?

- ☐ Ask a small team to produce a prototype of the product before full-scale development.
- ☒ Prepare a detailed business case to document project objectives and success criteria.
- ☐ Assign a project manager to the project and ask them to document the project scope.
- ☐ Discuss the project requirements with the team for alternative products in the market.

A production support system is being managed by a team. The team members cannot plan their work in advance, even for a week, because they do not know when new support issues will be submitted. The team cannot start working on new issues until they finish existing issues, no matter how long it takes to finish the existing issues.

Which method should be used in this situation?

- ☐ Scrum, as it allows for completing the whole architecture up front without leaving any technical debt for the future.
- ☐ Extreme Programming (XP), as it does not allow for moving on to new items until the existing items are finished.
- ☐ SAFe®, as it does not allow for scaling work across different teams in the organization.
- ☒ Kanban, because the team does not start new work until the existing work is finished.

Which of the following is a goal of the project charter?

- ☐ Develop a business case to support the project.
- ☐ Detail requirements for the project tasks.
- ☒ Empower the project manager to manage the project.
- ☐ List all tasks the team should perform in the project.

In the business analysis aspect of a construction project, what is the purpose of the requirements validation process?

- ☐ Ensures a thorough unit test case coverage
- ☐ Ensures the successful delivery of business value
- ☒ Ensures an accurate reflection of the stakeholders' intentions
- ☐ Ensures that the business problem is solved

When presenting a product roadmap to an adaptive team, which form of communication is the most appropriate?

- ☐ Requirements matrix
- ☒ Story map
- ☐ Project management plan
- ☐ Presentation slides

A project manager is reviewing a few techniques that can be used to evaluate solution results. The intent is to uncover whether the solution responds properly to unintended cases.

Which evaluation technique should be used here?

- ☐ User acceptance testing
- ☒ Exploratory testing
- ☐ Integration testing
- ☐ Day-in-the-life testing

A product owner asked for a change in one of the requirements during the elicitation phase. What should the business analyst do?

- ☒ Provide the information to the project manager to seek approval or rejection.
- ☐ Provide the information to the product manager for approval.
- ☐ Accept the modification and update the requirements traceability matrix.
- ☐ Reject the change as the project scope has already been defined.