

At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project manager realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project.

Which of the following actions should the project manager take to avoid this situation in the future?

- ☐ Monitor the team's performance metrics.
- ☒ Use a common communication terminology.
- ☐ Document the agreement in the meeting minutes.
- ☐ Conduct reviews prior to performing activities.

A project manager is working with the product owner and customer stakeholders on prioritizing the product backlog and planning product delivery dates. The customer stakeholders are asking to include several deliverables as high priority. The product manager has technical tasks that should be added as high priority.

What should the project manager do?

- ☒ Lead the team to identify the product objectives at every delivery iteration and clarify priorities.
- ☐ Create a sprint board to allow all customer stakeholders to be aware of the task status and impediments.
- ☐ Allow the customer stakeholders to define the project priorities and set the delivery dates.
- ☐ Work with the team to estimate tasks and delivery dates, and then create a project roadmap.

An agile project is running its second iteration out of six. A marketing director, who is a key stakeholder, contacts the project manager for a high-level report of the project.

What should the project lead do?

- ☐ Develop the requested report based on the iteration information.
- ☐ Tell the stakeholder that a new report will be produced at the end of the iteration.
- ☐ Ask the product owner to develop the new report based on the iteration information.
- ☒ Explain to the stakeholder that the key indicators are by iteration.

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their information system software development project, but even with training, they are still unable to deliver efficiently.

What should the project manager do first to improve this situation?

- ☐ Identify key team members who can influence others to contribute efficiently.
- ☐ Follow company procedures and retrain team members on the agile approach.
- ☐ Ask company management to delay the project and grant it additional time.
- ☒ Empower and coach the team members to focus on project delivery results.

A project manager is assigned to a project to develop a mobile app. The sponsor explains that the application should do better than the closest competitor's app. The sponsor's expectation is that the team can be put together and start work immediately.

What should the project manager do?

- ☐ Utilize expert judgment and organizational process assets (OPAs) to estimate the effort and budget.
- ☐ Review the competitor's app to understand the functionalities that the project scope should consider.
- ☐ Start working on the resource management plan in order to identify the best team for the project.
- ☒ Define the project scope with the stakeholders and determine how formal acceptance will be obtained.

A project manager is assigned to a project to develop a mobile app. The sponsor explains that the application should do better than the closest competitor's app. The sponsor's expectation is that the team can be put together and start work immediately.

What should the project manager do?

- ☐ Utilize expert judgment and organizational process assets (OPAs) to estimate the effort and budget.
- ☒ Review the competitor's app to understand the functionalities that the project scope should consider.
- ☐ Start working on the resource management plan in order to identify the best team for the project.
- ☐ Define the project scope with the stakeholders and determine how formal acceptance will be obtained.

During the daily standup meeting that is assessing progress against the current sprint, a team member reports some delays in a component managed by an external vendor. How should the project manager address the team member's concern?

- ☐ Update the communications management plan to prevent future reoccurrence.
- ☐ Implement fast tracking to reduce the impact of the delay on the sprint.
- ☒ Ask the team member to provide details to address the issue with the vendor.
- ☐ Ask the team member to resolve the issue independently to minimize further delays.

In a weekly status meeting with the client, the project manager asks each team member to present how their deliverables are aligned with the customer's final product requirements. Which leadership skill is the project manager applying?

- ☐ Having a holistic and systemic view
- ☒ Ensuring that expectations are clear
- ☐ Maintaining team spirit and cooperation
- ☐ Focusing on the important things

A new team member inquires about how much they need to learn about the organizational process assets (OPAs) residing on the company intranet. Another team member states they only need to know the basics. However, the project manager believes the new team member should know everything regarding the OPAs.

What should the project manager do?

- ☒ Clarify the relevance of reviewing the documentation on the intranet.
- ☐ Create a training schedule for the new team member to follow over the next few weeks.
- ☐ Escalate the inquiry to the team member's functional manager.
- ☐ Ask a senior team member to help the new team member navigate through all the documentation.

A construction project for a nuclear power plant will reduce the region's energy dependence on external electricity supplies. The project manager has received support for the project from several leaders in the region. However, some people from the government have stopped this project to focus on developing renewable energy sources.

Which stakeholders should the project manager include in the stakeholder engagement plan?

- ☐ Stakeholders who are supporting the project in order to obtain additional resources.
- ☐ Stakeholders who are selected by the project sponsor who have a potential impact on the project.
- ☐ Stakeholders who disagree with the project so as to proactively manage their expectations.
- ☒ Stakeholders who have been identified and who have needs and a potential impact on the project.

A project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risk. During project execution, the project sponsor asks for an updated risk matrix.

What should the project manager do next?

- ☐ Trust in the quantitative method already chosen as it is a precise method.
- ☒ Use integrated risk management software to evaluate the risks.
- ☐ Add new risks and send the risk matrix to leadership for approval.
- ☐ Use their own professional knowledge to reassess the risks.

During project execution, a project manager discovers that the budget at completion has shifted significantly and is higher than the original budget. What should the project manager do?

- ☐ Adjust the original budget estimates with the current cost variance.
- ☐ Review the activity duration to reforecast the project completion date.
- ☐ Negotiate the project changes and adjust stakeholder expectations.
- ☒ Perform a root cause analysis of the project performance.

A project manager is newly assigned to the second phase of an ongoing project. During the implementation, a defect occurs that the team does not know how to fix it, as the former engineering team has moved to another project. The customer warns that previously, this defect negatively affected the project schedule.

What should the project manager do first?

- ☐ Acquire knowledgeable resources.
- ☒ Check the organizational process assets (OPAs).
- ☐ Update the risk management plan.
- ☐ Extend the timeline of the project.

A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned. The project manager is creating a work breakdown structure (WBS) for the project.

To what level should the project manager decompose their project?

- ☐ To level four of the schedule for bridge construction
- ☐ To the level where the bridge can be constructed safely
- ☐ To the level where the highest level of quality is maintained
- ☒ To the lowest level where cost and duration can be estimated and managed

A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.

What should the project manager do first?

- ☐ Reach out to the project sponsor and request additional resources.
- ☐ Discuss with the project sponsor and create a new project schedule.
- ☐ Analyze the root cause of the issue and update the communications management plan.
- ☒ Organize a new schedule framing meeting with the critical stakeholder to obtain input.



A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.

What should the project manager do?

- ☒ Adopt a resource leveling procedure to level the resources.
- ☐ Retrieve the documentation that shows the resource allocation.
- ☐ Perform an impact analysis to see the effect on the project.
- ☐ Examine ways of modifying the scope of the project.

A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.

What should the project manager do first?

- ☐ Reach out to the project sponsor and request additional resources.
- ☐ Discuss with the project sponsor and create a new project schedule.
- ☐ Analyze the root cause of the issue and update the communications management plan.
- ☒ Organize a new schedule framing meeting with the critical stakeholder to obtain input.

A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.

What should the project manager do?

- ☐ Adopt a resource leveling procedure to level the resources.
- ☐ Retrieve the documentation that shows the resource allocation.
- ☒ Perform an impact analysis to see the effect on the project.
- ☐ Examine ways of modifying the scope of the project.

A project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. What should the project manager do next?

- ☒ Start project planning and develop the project management plan.
- ☐ Process a change request for additional funding due to project urgency.
- ☐ Face the challenge immediately and start sending relief to the town.
- ☐ Hire local contractors who are familiar with the environment.

As part of a company's planning effort for team capacity building, the project manager was asked to provide management with required trainings for the project team. What should the project manager do?

- ☐ Review the project schedule and the team members' performance, and decide on soft skills and related trainings needed for the team.
- ☒ Review the team members' latest performance, identify gaps in competencies, and decide on the needed trainings.
- ☐ Review the project pipeline, identify gaps in competencies for execution, and decide on the needed trainings.
- ☐ Review the gaps found during project execution, prepare a list of recommended trainings, and discuss it during a team meeting.



During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable the senior managers claim not to know about the deliverable.

What should the project manager do next?

- ☐ Validate if the project charter changed from the original one.
- ☒ Meet with these stakeholders to review the project charter.
- ☐ Check if these stakeholders attend regular project meetings.
- ☐ Review the project charter to validate this claim.

A project manager discovered that a component on the critical path is in danger of delay due to continuous disagreements between developers. This personality-related issue can't be resolved by the team.

What should the project manager do?

- ☐ Log the issue in the register and let the developers resolve the conflict.
- ☒ Log the issue in the register and escalate to the human resources (HR) manager.
- ☐ Log the issue in the register and ask the team to make a decision by voting.
- ☐ Log the issue in the register and delay the development of the component.

One of the key stakeholders on the project team reaches out with an additional requirement that may impact the overall schedule. A discussion with another stakeholder suggests that this might just be a small task.

What should the project manager do?

- ☐ Coordinate design document preparation.
- ☐ Manage the engagement of this stakeholder.
- ☒ Request further clarification of the requirement.
- ☐ Perform a qualitative risk analysis.

How can agile measurements improve upon predictive measurements in cases where the final 10% of a project takes longer planned?

- ☒ By scheduling iterative meetings with the product owner to improve project tracking
- ☐ By focusing on the delivery of incremental working products to the customer
- ☐ By reviewing burnup charts to determine the effort required against estimated earned value
- ☐ By conducting daily standups to more accurately track project deliverables

During the last iteration of a hybrid project, one of the key members of the team wants to leave the project. What should the project manager do to address this concern?

- ☐ Update the burndown chart to reflect this resource's absence.
- ☐ Keep activities as planned regardless of the resource change.
- ☐ Request an additional resource to finish the project.
- ☒ Have a meeting with the resource to understand the issue.

A project manager is assigned to an agile project that has an aggressive time line and a fixed budget. Currently, the majority are in the backlog and only a few are in process or completed.

What should the project manager do?

- ☐ Ask for more resources to clear the backlog activities.
- ☐ Prioritize which backlog activities should be kept.
- ☒ Assign an owner for each backlog activity and track progress.
- ☐ Work on the backlog activities with fewer story points.

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion of the project. Team morale is low because they will not get the expected bonus if they do not finish on time.

What should the project manager do next?

- ☐ Ask the client to approve a delay in the project schedule.
- ☐ Ask the human resources (HR) department to replace the team member and add an additional resource.
- ☒ Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.
- ☐ Update the project schedule and budget estimates.

A project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company departments, the project team, and end users. What should the project manager do to engage them all effectively?

- ☒ Analyze the stakeholders.
- ☐ Remove any bias that exists on the team.
- ☐ Gather business requirements.
- ☐ Check lessons learned from past projects.

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

- Test the product
- 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?

- ☐ Start to start
- ☒ Finish to start
- ☐ Start to finish
- ☐ Finish to finish

A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. What can the project manager do to improve interactions between the team members in both countries?

- ☐ Plan for frequent face-to-face meetings.
- ☒ Identify virtual communication methods and arrange for regular team meetings accordingly.
- ☐ Ensure full participation of both the product owner and business SMEs in scope planning sessions.
- ☐ Explore the opportunity to have both teams colocated.

A project is in the planning phase. The project manager notices that the available engineers do not have the required skills. Since outsourcing is not an option for this project, the project manager asks human resources (HR) to hire or assign engineers with required skills. However, the company cannot afford this at the moment.

What should the project manager do first?

- ☐ Use the management reserve to obtain the needed resources.
- ☐ Change the scope to include only the work that the team is qualified to do.
- ☒ Introduce a mentoring program to facilitate knowledge sharing.
- ☐ Add extra time for training during the course of the project.

In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which are conflicting interests regarding the project. What should the project manager do to steer the stakeholders toward the collective goal?

- ☐ Detect, track, and follow the issue management process.
- ☒ Promote, inspire, and follow the stakeholder engagement process.
- ☐ Discuss, educate, and follow the communications management process.
- ☐ Anticipate, alert, and follow the risk management process.

A project using a hybrid approach to migrate from a current system to a new and enhanced system is underway. The plan is to migrate the system in stages. However, the operations team is complaining that they are not ready to start supporting the new system.

How should the project manager effectively approach this situation?

- ☐ Create a lessons learned register to include operations team training for future projects.
- ☐ Change the project management plan to add a final stage for product handoff to the operations team.
- ☒ Include knowledge transfer sessions between the project and operations teams at every stage.
- ☐ Prepare detailed documentation to be shared with the operations team during project closure.

A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

- ☐ Ask the project team to approve all of the remaining backlog items.
- ☐ Ask the program manager to approve the backlog with the client.
- ☐ Review the items remaining in the backlog with the project sponsor.
- ☒ Review the items remaining in the backlog with the project team.

A project manager is involved with a project to remodel a long-used product. There are no proper records for the original design or execution of the original product. The stakeholders doubt that the remodel can be accomplished without this information and to provide support for the project.

What should the project manager do?

- ☐ Solicit a larger reserve for cost and time and manage the stakeholders' expectations.
- ☒ Acknowledge the stakeholders' concerns with open dialogues and realign the project with stakeholder requirements and lessons learned.
- ☐ Create a plan to inform stakeholders on the progress so they are able to see that the project can succeed.
- ☐ Share the threats of not updating old solutions and ask stakeholders to be patient with any inconveniences.



In a global project, the project manager has to plan and manage communication between the team members and stakeholders to ensure the project will remain on track and achieve its goals.

What should the project manager do?

- ☐ Consider cultural differences among stakeholders.
- ☒ Conduct an integration meeting among all stakeholders.
- ☐ Understand how political aspects can affect the project.
- ☐ Schedule communication training for management-level stakeholders.

A project team is working hard to reach a milestone. The team morale is low because of the extended hours worked to meet it. Adding to this tension is the fact that the team works remotely, and there has been little time to build relationships or get to know members beyond the tasks that everyone performs.

What should the project manager do to address the remote team's morale?

- ☒ Offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space.
- ☐ Invite the team to a work retreat to allow the team to build relationships in person and reach the milestone as planned.
- ☐ Plan a party to celebrate everyone's accomplishments after reaching the milestone.
- ☐ Evaluate the challenges and capture them with the team as part of the lessons learned.

Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.

What should the project leader do?

- ☐ Bypass the event because the team members' seniority is enough to engage without further activities.
- ☐ Tell the team that the event will be handled at the end of the project due to current financial constraints.
- ☐ Explain the financial constraint and ask each team member to pay their own share for the event.
- ☒ Use the office facilities and support to organize an interactive event for the team members in-house.

A project manager has taken over an agile project. There have been several issues during product development due to unclear requirements.

How should the project manager resolve this issue?

- ☐ Gather the project team and product owner to find a solution design.
- ☐ Review issues and identify opportunities for improvement that add value to the product.
- ☐ Assist the team in estimating project tasks such as milestones and story points.
- ☒ Ask the team to rework the definition of done (DoD) before items can be pulled into the backlog.

A senior project manager is assigned to lead a team of project managers to run a large initiative. One of the key stakeholders bypasses the senior project manager and gives instructions to the other project managers directly.

What should the senior project manager do?

- ☒ Evaluate the stakeholder analysis to identify the stakeholder's influence.
- ☐ Tell the project managers to document the stakeholder's instructions.
- ☐ Escalate to the project sponsors and the manager of this stakeholder.
- ☐ Review the benefits realization plan with the sponsor and the stakeholder.

A project manager has just been assigned to a new project. The project manager's first task is to present the project benefits stakeholders.

Which three items should form part of the presentation? (Choose three)

- ☐ Communications management plan
- ☒ Expected business value
- ☐ Stakeholder register
- ☒ Metrics to measure benefits throughout the project
- ☒ Risks associated with achieving the target benefits

A company is starting a new agile project with a team that has expertise working on these kinds of projects. During the backlog refinement meeting, the team realizes that they are not completing the estimations because some key information is missing.

What should the project manager do?

- ☐ Review the project backlog with the product owner before estimating the stories.
- ☐ Review the previous project estimations and assign them to the stories.
- ☐ Ask to postpone the iteration planning because the estimation is not complete.
- ☒ Ask the product owner to review the stories with stakeholders prior to planning.

A project team consists of eight resources working on a complex project. The chief technical designer prefers to work alone and talks in meetings, but produces good designs. The technical lead is always energetic, has lots of opinions about the project, and constantly clarifies their thoughts in discussions.

What should the project manager do to improve overall team performance?

- ☒ Encourage the chief technical designer to engage more with the team.
- ☐ Ask the technical lead to drive the project's technical discussions.
- ☐ Ask the chief technical designer to provide their feedback by email.
- ☐ Let the team dynamics continue as is since the current team mix works well.

In an agile project, the team planned to complete 40 story points in an iteration, but only completed 30 story points. What is the performance index (SPI)?

- ☐ 40/70
- ☐ 40/30
- ☐ 30/70
- ☒ 30/40

In a project using a hybrid approach, the performance of the team was consistently excellent during the predictive stages. When iterations began, however, the team members started to show signs of low commitment, conflicts, and confusion, resulting in

What should the project manager do to handle this situation?

- ☒ Perform team-building activities and enhance collaboration.
- ☐ Give team members more authority to make decisions.
- ☐ Coach the team members on agile processes and knowledge.
- ☐ Identify the team members who are impacting low morale.

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to 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?

- ☒ Work with the team and others in the network to assess and prioritize the obstacles.
- ☐ Escalate the obstacles to the project sponsor for assistance with resolution.
- ☐ Engage with the external stakeholders and the other division of the organization to resolve the issues.
- ☐ Determine a change response to identify and resolve the obstacles to move the project forward.

After 35 years of service, a company's CEO has retired. The new CEO is planning to digitally transform the company and has assigned a new project manager to assist in this endeavor. The initial backlog has been created and agreed upon, and the team members have been assigned.

What should the project manager do before the project kick-off meeting?

- ☒ Compare the team's expertise against the project requirements.
- ☐ Conduct a backlog refinement and identify the key activity to start with.
- ☐ Perform integration management activities to consolidate the plans.
- ☐ Review the project's environment to understand the organizational culture.

A project is in the final stages, and a key stakeholder demands a change to a product feature that will add 2 weeks to the critical path. What should the project manager do?

- ☐ Initiate a risk response strategy from the risk register.
- ☐ Use schedule compression methods to alter the critical path.
- ☐ Reject the changes as the project is in the final stages.
- ☒ Perform a detailed assessment to analyze the impact.

A project manager has just been assigned to a team that is developing a new design product. The work breakdown structure has been created and the activities have been assigned to the team members. The project manager finds that there are activities that can be completed sooner by other team members. If the current assignments are left as is, the project could be delayed 2 weeks.

What should the project manager do in this situation?

- ☒ Review the work allocation and reassign some tasks to shorten the critical path.
- ☐ Ask the team members to work overtime to finish the tasks on time according to the schedule.
- ☐ Maintain the task assignments as planned and compress the other tasks to keep the project on schedule.
- ☐ Keep the task assignments unchanged since the project management plan has been approved.



A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered.

How should the project teams interact in their meetings?

- ☐ Encrypted emails
- ☐ Phone conversations
- ☐ Chat conversations
- ☒ Videoconferencing

A project manager is leading an agile project in an organization that has not executed this type of project before. In order to ensure the project is following the compliance requirements, what should the project manager do?

- ☐ Use the risk register to document all of the compliance vulnerabilities generated by the project so that all decisions are well documented and approved by stakeholders.
- ☐ Meet with the project management office (PMO) or compliance entity to work on process tailoring to ensure that the agile development support the compliance requirements of the organization.
- ☒ Coach upper management on agile practices, explaining that an agile project is concerned with value delivery, and negotiate out of the compliance requirements.
- ☐ Follow the organization's process and deliverables for predictive projects, even if they compromise the agility and performance of the project.

Halfway through project execution, stakeholders ask for equipment that was expected to be procured. The project manager explains that the equipment was purchased, but differs from what the stakeholders are currently asking for. This is because the initial requirements were changed during a previous meeting.

What should the project manager have done to avoid this situation?

- ☐ Ensured procurement contracts were able to be canceled when situations like this arise
- ☐ Ensured that communications were sent to all stakeholders when requirements change
- ☐ Ensured changing stakeholder needs and requests were properly monitored
- ☒ Ensured project requirements were validated and communicated with the procurement team

A project manager is leading a small project with a low budget and a short, tight schedule. Many of the stakeholders are within the organization and have varying levels of interest.

Which approach should the project manager use with the stakeholders?

- ☐ Provide daily reports to maximize stakeholder communication.
- ☐ Schedule one-on-one meetings with stakeholders to provide project updates.
- ☒ Share all relevant project information with the stakeholders.
- ☐ Minimize communication until project completion as it will be finished quickly.

A project manager has been assigned to a new project. The project schedule is extremely short. During an iteration review a key stakeholder mentions that they are experiencing some inefficiencies in their work processes.

What should the project manager do?

- ☐ Ask the team to evaluate their process.
- ☐ Perform a schedule impact analysis with the team.
- ☒ Review deliverables with the key stakeholder.
- ☐ Seek support from the project sponsor.

The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project track from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up the project. The stakeholders are unhappy and ask senior management to replace the project manager.

How should the project manager approach this situation?

- ☐ Continue to work on the project until the stakeholders and management come to a decision.
- ☒ Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.
- ☐ Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.
- ☐ Socialize with the stakeholders to better understand their needs and reset expectations.

A project manager is working on a global project. One team member is from a different country and is unable to attend project meetings on a regular basis. Because of this, other team members have started questioning the need for the project meeting. This issue is affecting the time line deliverable and quality parameters.

What should the project manager do to manage the project deliverables?

- ☐ Make it mandatory for all members to discuss their work at project meetings.
- ☒ Define the rules for the project meeting.
- ☐ Define the agenda for the project meeting.
- ☐ Make it mandatory for all members to attend all project meetings.

A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearly enough to start working.

What should the project manager do?

- ☐ Invite key users to the next daily meeting to get requirement clarification.
- ☒ Review and replace the unclear requirements with ones that are clear.
- ☐ Update the issue log and escalate it to the project sponsor.
- ☐ Meet with the product owner to review the project backlog.

A project manager is using a hybrid approach for a project. The project team created and reviewed the risk log with the stakeholders at the beginning of the project. However, midway through the project, the project team and stakeholders became misaligned with the risks and mitigation strategies.

When should the risks be reviewed to ensure alignment between the project team and the stakeholders?

- ☐ During the risk register update
- ☐ During each steering committee meeting
- ☐ During the retrospectives
- ☒ During each iteration and review

A project team is working to deliver a solution to manage nationwide crisis relief operations. The project team is spending most of its time in meetings with end users. The meetings have been slowing down project progress.

What should the project manager do to keep the deployment on track while obtaining stakeholder approval?

- ☒ Put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings.
- ☐ Ask the project sponsor to attend the meetings on behalf of the team while the team is working on the development.
- ☐ Inform the stakeholders that a daily meeting will take place at a specific time and ask them to share their feedback during this time.
- ☐ Stop attending meetings, start development with what was collected so far, and define a date for the first delivery of the solution.

A project manager finds a mistake with an important server acquisition. The acquisition was expected for a critical path activity but has not arrived yet, causing significant impacts on time and cost. The team member responsible for this activity argues that they sent several emails to the supplier but received no reply.

Which document should be used to help avoid this kind of situation?

- ☐ Statement of work (SOW)
- ☒ Escalation process
- ☐ Stakeholder register
- ☐ Communications management plan

A project manager has recently moved to an organization to lead a key project. The project manager notices that team performance is below the target, and the tasks assigned are not delivered on time. Team commitment is also not as appropriate as it should be.

What should the project manager do?

- ☐ Apply an agile approach to help improve team performance.
- ☐ Schedule a meeting and communicate the performance concern to the team.
- ☐ Hire a project team leader who can influence the project team members.
- ☒ Study and determine the appropriate leadership style suitable for the team.

A project manager has commissioned a design study from a consulting firm to investigate a number of alternatives. The project manager has a strict policy on the cost of the study and has established a number of cost triggers and trend analyses.

Which tool is the project manager using?

- ☐ Time and materials (T&M) contract
- ☒ Earned value (EV)
- ☐ Control chart
- ☐ S-curve analysis

A project manager is working on an agile project. The organization decided to implement the Scrum framework. The project manager organized a workshop to explain the differences between traditional project artifacts and the Scrum approach. The most frequent question raised is what artifact will replace the project schedule.

What should be the project manager's response?

- ☒ Product roadmap and sprint backlog
- ☐ Product backlog and scrum board
- ☐ Sprint plan and product roadmap
- ☐ Sprint backlog and scrum board



