	A	B	C	D	E	F	G	H	I	J
1	Item ID Number	ECO (Domain.Task)	Stem and Question	Key	Option A	Option B	Option C	Option D	Option E	Feedback and Rationale
2	840665	I.1	A planned task in a sprint was nearly NOT completed because of an issue that appeared three (3) days prior but was NOT resolved. The team resolved it in the next daily standup meeting, but the project manager wants to prevent this type of situation in the future.\n\nWhat should the project manager do?	A	During the retrospective, examine the issue.	In the demo, address the issue.	During the next iteration planning meeting, discuss the issue.	Send an email to the team.		A retrospective is a great opportunity to talk about what went right, what went wrong, lessons learned, and what to improve for next time.
3	844624	I.1	A project manager went on a vacation and returned to discord. According to two stakeholders, stakeholder C is causing problems. Every day for the last two (2) weeks, stakeholder C sent an email to the team, checking progress and giving new instructions. The team ignored the emails and continued working, but the other stakeholders are concerned about stakeholder C's behavior.\n\nWhat should the project manager do?	D	Instruct the two stakeholders to ignore stakeholder C, just as the team did.	Invite everyone to a meeting and work through the communication issue.	Initiate a private conversation with stakeholder C and resolve this problem.	Investigate the problem to find the root cause.		Conflict situations require a cool, rational approach. Before you approach any party, aim to understand the facts and what is causing the problem.
4	A00080	I.1	A frustrated agile team member approaches the project manager to complain that a senior team member is claiming all the "interesting" backlog items and leaving the tedious activities for everyone else.\n\nHow should the project manager address the complaint?	D	Encourage the complaining member to take assertiveness training.	Discuss the importance of fairness with the senior team member.	Define a new rule so members can select an item on a rotating basis.	Ask the team to define new ground rules for work distribution.		The conflict, based on a misunderstanding or an unstated assumption, is a sign that the team ground rules are incomplete. Agile teams should self-organize and collaborate to determine their own ways of working, so situations like this should really NOT arise often.
5	840609	I.2	A project manager observes that team members are in a low mood after demos. Feedback from stakeholders is constantly causing concern for the team. As a result, the team rushes through product demos, and the interaction between the team and stakeholders is minimal.\n\nWhich action should the project manager take?	C	Meet with the stakeholders and find out the root cause of their feedback. Work with the stakeholders to rectify the problems.	Verify that the project requirements are suitable and that the team members can do the work.	Coach the team to be more confident in their work and communicate properly with the stakeholders.	Consult the stakeholder matrix and identify whether any of these people are known to be difficult.		Leading the team means understanding how they can best be successful. In this case, they are NOT communicating well with project stakeholders and risk becoming demoralized. You should perceive this behavior as a risk to the project, caused by poor communication. You will already have verified the requirements and determined that your resources are adequate. Whether or not a stakeholder is difficult, your team needs to be able to perform. If you choose to work directly with the stakeholders, then you are undermining your team. Coach the team members on how to work better with the stakeholders.
6	A00036	I.2	The IT department of a glassware manufacturer enthusiastically approved the agile team's mid-project demo of quality-checking software for assembly line workers. However, the final product was considered UNUSABLE because the workers' gloves are too thick to press the machinery's small buttons.\n\nWhat should the project manager do to avoid this kind of failure in the future?	D	Contract directly with the customer department that defines the product requirements.	Ensure that all software releases include adjustable accessibility features.	Create a realistic simulation of end-user conditions for developers testing the software.	Plan for end users to test prototypes and incremental releases in their production environments.		Requirements and feedback from actual end users CANNOT be replaced by organizational structures, simulations, or generalized feature sets (accessibility). Contracting with the end-user department would NOT be appropriate either, as they would NOT have expertise, norms, and assets relating to how the software integrates into the larger IT environment.
7	A00044	I.2	The agile team sometimes has idle periods while awaiting a product director to inform the product owner on new goals. The decisions depend on analysis of market research.\n\nWhich measure could reconcile the needs of the director and the agile team?	B	Plan team training events to coincide with the anticipated idle periods.	Run market research spikes to update the director after clearing the backlog.	Eliminate slack by reducing the team size to smooth the output curve.	Run team brainstorming sessions on new goals to suggest to the director.		Running market research spikes supports the product director and helps build and diversify team skills. If the team is idle, it means they are NOT working on stories/features in the backlog. Reducing output means negative productivity, and the team's ideas would NOT provide market facts needed to make informed product development decisions.
8	X00001	I.3	A project team is working with an overseas contractor based in a country that has three official languages, and every contractor on the team is multilingual. Team meetings continue to be held in the commonly shared language, but during project work meetings, contractors speak to each other in a different language.\n\nWhen the project manager brings this up in the next team meeting, the contractors express regret, but they explain that they work better when they can communicate freely with each other.\n\nHow should the project manager respond first?	D	Require everyone to speak the same language all of the time, even though this will slow the pace of work.	Escalate this as an issue to the human resources department.	Obtain formal training or translation services.	Let the team discuss language requirements and make ground rules for team communication.		In this case, forcing the contractors to work less efficiently may jeopardize the project. Work with the whole team to find the best solution that will NOT jeopardize the project. Escalation is NOT required unless the team is unable to find a solution. Teams need to acknowledge the diversity of its members and promote an environment of inclusiveness. Each team is unique in its character, makeup, and tolerance levels, but the high-performing teams are self-aware. Commonly agreed ground rules always make together easier, especially in heterogeneous groups.

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9	844590	I.3	A project manager with limited experience managing globally distributed team members is appointed to a project with team members who are all from another country and speak a different native language. To successfully manage this project, the project manager needs to have cultural sensitivity. What of the following actions should the project manager NOT take?	C	Read books about cultural sensitivity in leadership.	Hire a professional coach to learn how to be a more successful leader.	Request a different assignment, citing the language barrier as an obstacle.	Enroll in language and culture lessons to learn about this country.		Great leaders have a growth mindset. Always aim to capitalize on cultural differences, focus on developing and sustaining the project team throughout the project life cycle, and promote working together interdependently in a climate of mutual trust. In this case, you can NOT assume that there is a language barrier, as the team members may be bilingual. This answer also does NOT demonstrate a growth mindset.
10	A00046	I.3	A governmental anti-money laundering software project needs a solution to collaborate with a remote agile team of four (4) people in another country. Spontaneous verbal communication between the teams must be supported. All the remote team's workstations and Kanban boards must be visible at all times. Which virtual team collaboration solution is most appropriate?	D	Information radiator monitors	On-demand video conferencing	Workstation screen mirroring	Always-on fishbowl windows		This is a project where confidentiality and security are critical—thus, permanent monitoring of remote resources is necessary. Only the fishbowl window solution would have the required field of view on a permanent basis. Radiators only display content, on-demand video conferencing would NOT be a permanent video feed, and mirroring only displays one (1) computer screen, NOT the environment.
11	A00070	I.3	A financial software company serves stock markets worldwide. An experimental quality assurance project has agile teams working in three company offices: Seattle, Tokyo, and London. The teams work in two shifts in each location at the following times in each time zone: Shift 1: 08:00h to 16:00h Shift 2: 16:00h – 0:00h Which collaboration method would ensure the fastest "follow-the-sun" problem resolution?	B	Conduct Scrum-of-Scrum meetings daily in order: 1 Tokyo Shift 2 with London Shift 1 2 London Shift 2 with Seattle Shift 1 3 Seattle Shift 2 with Tokyo Shift 1	Run fishbowl windows during the overlapping shifts: - London Shift 1 with Tokyo Shift 2 - Seattle Shift 1 with London Shift 2 - Tokyo Shift 1 with Seattle Shift 2	Conduct Scrum-of-Scrum meetings daily in order: 1 Seattle Shift 2 with London Shift 1 2 London Shift 2 -Tokyo Shift 1 3 Tokyo Shift 2 -Seattle Shift 1	Run fishbowl windows during the overlapping shifts: - Tokyo Shift 2 with Seattle Shift 1 - London Shift 1 with Seattle Shift 2 - Tokyo Shift 1 with London Shift 2		The fishbowl window solution allows teams to interact in real time, thus allowing faster coordination and handling of issues. The shifts overlap in follow-the-sun order: Tokyo 2-London 1, London 2-Seattle 1, Seattle 2-Tokyo 1
12	A00035	I.3	Members of a virtual agile team are separated by seven (7) time zones. Daily meetings are too long, and the problem is made worse when laptop cameras switch between the speaking members. Which two measures should the project manager take to achieve shorter, more efficient daily meetings? (Choose TWO).	B,C,D	Use the iteration reviews to discuss the Kanban board.	Require all members to stand during the full meeting.	Place a single webcam to face the Kanban boards and teams.	Ask the team members to raise blockers off-line.	Limit speakers to only members who have made progress.	Standing meetings limited to one webcam per group have been shown to reduce meeting times without losing efficiency.
13	H00005	I.3	A company is constructing recycling plants in fifteen (15) countries around the world. The lead in the project management office (PMO) wants more timely progress reporting and experience sharing between project managers in each of the geographically distant projects. Which two agile methods might the PMO use to fulfill this need? (Choose TWO).	B,E	Definition of Done	Electronic Kanban board	Backlog refinement	Virtual daily standup meetings	2-week retrospective	A Kanban board would provide timely progress reporting, and bi-weekly retrospective calls would be a forum for sharing recent experiences and lessons for improvement. The Definition of Done is wrong because it focusses only on completion criteria, while backlog refinement and Scrum of Scrums would only be valid if all PMs are working on a common product.
14	840655	I.4	A project is in the execution stage, and a change in the market pushes stakeholders to make the due date earlier. The project manager rapidly assigns skilled resources to build and establish the team. Which of the following would NOT be included in the project manager's next steps?	A	Assess required skills for the project.	Plan suitable interactions for the team.	Train the new team.	Create a project schedule.		Skill assessment for the project precedes resource assignment. Once the project team is established, the project manager can start developing them. Develop Team is the process of improving competencies, team member interaction, and overall team environment to enhance project performance.
15	840669	I.4	Project A is experiencing schedule performance issues. After assessing the issues, the project manager determines that project resources have low expertise levels. Specifically, a few of the senior-level resources perform irrelevant work, and some inexperienced resources take too much time to complete tasks. Which action should the project manager take to enhance team performance?	A	Implement training where necessary and make work requirements more visible for all team members.	Reassign the senior-level resources as coaches and mentors to the inexperienced ones.	Give the junior team members incentives to work faster; send an email to the senior-level resources.	Remind the entire team of project goals, schedules, roles, and timelines during the next team meeting.		The project manager must ensure the junior members are properly trained and ensure that all team members are doing the work that they are supposed to be doing. Implementing training and keeping everyone's work visible is the most comprehensive option to achieve both goals.
16	840670	I.4	Several new members are added to an ongoing project. Although all original team members received basic training on the specifics of the business operation that the project supports, the new members do NOT have the same basic understanding. This lack of understanding results in decreased productivity. How should the project manager respond to this issue?	B	Ask the original team members to provide support and training and schedule a second kick-off meeting for new team members.	Assure all new team members that they should feel comfortable asking for help from both the long-term members and project manager.	Revise the team, so that the newer resources are moved to other projects and resources with relevant experience are added, then log lessons learned.	Recognize that this is a common occurrence when teams experience changes and revise the schedule to allow for the slight decrease in productivity.		It is the project manager's responsibility to make sure that the new members are adequately trained. This approach provides that training.

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17	840755	I.4	A team decides that an agile approach fits the needs of the next phase in their project. Unfortunately, some team members have NOT had the appropriate agile training. How should the project manager respond to the lack of agile training?	D	Transition some of these team members to other teams and replace them with resources with agile training.	Ensure the project's contingency reserve can cover agile training for all team members.	Create virtual training sessions for key team members, covering the main agile topics.	Identify and implement the most cost-effective agile training for the team members.		Training for project team members can result in added skills that could be useful for future phases or projects. The project manager should identify and implement agile training for team members. Training lessons and related costs should be evaluated and included in the resource management plan and cost and schedule baselines.
18	840759	I.4	A project team has been efficiently delivering results. The product upgrade they are working on must be released in three months or else a competitor's new product will make theirs obsolete. Citing this reason, the product owner makes a sudden request for a feature revision. However, no one on the project team is capable of doing the work. The project sponsor is willing to extend the budget but CANNOT extend the schedule. What should the project manager do?	A	Meet the new demand by adding new resources with the required skills.	Recommend suspending the project until a firm decision can be made.	Discuss options with the project sponsor and choose the best one.	Challenge the request and initiate customer research to determine whether the new feature is desirable.		In situations with time constraints, the most efficient option is expanding the team to include skilled resources. Training is also an option if resources have the capability to learn within the timeframe. The project sponsor has already made their request, so it is up to the project manager to realize it. Agile projects are designed to function in highly complex and unpredictable environments, so suspending or cancelling the project hardly ever is an option.
19	840780	I.4	Some agile approaches have recently been added to an infrastructure company's predictive processes. The team is NOT completing the planned story points, and they are becoming passive. The project manager is concerned and wants to improve productivity. Which two actions should the project manager take? (Choose TWO.)	A,D	Provide team training, so the team can do a better job of estimating story points.	Speed up the project by reducing the backlog.	Gain the needed time for story point completion by adding more iterations to the project.	Use burndown and burnup charts to evaluate team performance and show story points completion.		Training can be a great way to empower team members to grow their skillsets. This would also create consistency in story point estimation techniques. Burndown charts show the remaining story points and burnup charts show story point completion.
20	841275	I.4	An agile approach is required during the final phase in a team's project. As the team discusses the phase, some team members disclose that they have NOT worked with agile before. The deadline is approaching soon. How should the project manager respond?	D	File a change request that addresses the agile training that members lack.	Escalate this as an issue to the project sponsor, as it is a company-wide issue and a blocker for this project.	Ask the team members who have worked with agile to mentor the others.	Identify and provide the most cost-effective agile training for team members.		Providing training to project team members can result in added skills that can be useful for future phases or projects. Training lessons and related costs could be evaluated to be included in the resource management and cost management plans. Mentoring is a good idea, but with a firm schedule, you may NOT have enough time to transfer skills while getting project work done. Finally, this is the project manager's issue to deal with, NOT the project sponsors.
21	844625	I.4	A project has the following characteristics: - Schedule performance issues occur due to low expertise levels of project resources. - Junior-level resources are NOT completing tasks in a timely manner. - Highly-experienced resources report that their junior colleagues are performing unnecessary tasks. In what two ways can the project manager enhance the performance of this team? (Choose TWO.)	C,E	Meet with the team leader to discuss the situation and decide if escalation to the project sponsor is necessary.	Implement a whole-team training program to address efficient working and task completion.	Work collaboratively with the team to design training and a checklist for task completion aligned with project goals.	Design a checklist for all team members.	Set up mentoring sessions within the team so that the experienced resources can coach the junior resources and work collaboratively.	Project managers should attempt to resolve issues using the tools and techniques available to them prior to changing the plan or escalating the issue. Providing training to those who need it will improve team performance and implementing a checklist ensures each team member is checking only what needs to be checked.
22	844704	I.4	During Project A's kickoff phase, the project manager provided training for the entire team regarding the specifics of the company operations that the project supports. A year later, project productivity is suffering because members who were added later in the project do NOT have the same level of understanding. How should the project manager respond to this challenge?	B	Tell the newer team members to ask for help from the long-term members when they run into things they do not understand.	Ask current team members to provide training and support and hold a second kick-off meeting for new team members.	Add new members who have the relevant experience, reassign the newer team members, and log turnover issues in the lessons learned register.	Recognize that this is a natural project progression and revise the schedule to allow for the slight decrease in productivity.		It is the project manager's responsibility to make sure that the new members are adequately trained. This approach provides that training.
23	840702	I.5	A technology development project has the following characteristics: It requires a highly skilled resource that is unavailable locally. The project manager has identified a resource who can do the work, but the resource lives in a different country and requires a work visa. The work visa process is taking more time than anticipated. What should the project manager do?	D	Assign the existing team overtime work.	Reduce the project scope.	Delay the project by an equivalent duration.	Request that the resource work remotely.		The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face. The availability of communication technology such as email, audio conferencing, social media, web-based meetings, and video conferencing has made virtual teams feasible.
24	840752	I.5	A key team member is asked to move to another project during the middle of a technical project. The team believes this is an unwise move and expresses concern. Which action will help to resolve the issue?	D	Discuss the conflict with the project sponsor and formulate a response.	Use coaching tools and techniques to motivate the project team.	Replace the key team member with a new resource who has the same skills.	Acknowledge the team's concern and analyze the impact to the project.		The project manager should know how to handle key personnel changes and keep the team motivated and productive.

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25	840772	I.5	A project manager is working on a small project that is critical for a larger program milestone. A new resource has been assigned to replace a key resource who had to leave the project. Unfortunately, an outside stakeholder claims that the person who assigned the new resource sent their weakest team member. How should the project manager approach this rumor?	B	Assess the new resource's ability to perform the necessary work by testing their communication skills with the current project team.	Evaluate the skills of the new resource to see how the resource can provide value to the project.	File a request with the project management office (PMO) manager in order to obtain a better resource.	Address the rumor with the new resource's functional manager to mitigate any conflict within the project team.		Without seeing performance first-hand, the rumor has no validity. In general, any third-party information—hearsay or rumors, for example—is a danger to relationships in a project, as it may create strained relationships. Always investigate any suspected problems and find out the facts.
26	840782	I.5	A project manager in an organization that uses traditional project management is assigned to an ongoing project. Recently, the organization has started to use agile methodologies for projects. The project manager hears that some team members think key subject matter expertise is missing and that the team does NOT collaborate enough. How should the project manager respond to these team members' concerns?	C	Employ third-party specialists to fill the knowledge gap.	At the next standup meeting, emphasize the importance of collaboration to the entire team.	Add cross-functional internal resources and explain their value to the team.	Start using Kanban boards instead of Gantt charts so that work co-dependencies become obvious to everyone.		Agile projects require "T" shaped team members. That is, individuals who are cross-functional and understand the importance and value of collaboration across functional areas. In this case, the team needs the addition of skilled resources and people who collaborate.
27	841223	I.5	During a technical project, a well-liked project member is reassigned to a different project. The team has expressed disapproval regarding the reassignment. What action can help mitigate the team's disapproval?	B	Notify the project sponsor regarding the team's disapproval and brainstorm a response.	Employ leadership and emotional intelligence tools and techniques to inspire the team to continue working.	Add a resource with the same skills to replace the key team member.	Schedule a team-building day to keep the team happy.		The project manager should know how to handle key personnel changes and keep the team motivated and productive.
28	843081	I.5	A new resource joins a working project team and is assigned to a small project that is critical to a larger program milestone. Unfortunately, the new resource is under-skilled and very nervous. The team dynamic has become awkward, and work has slowed on the small project. Which are two possible ways for the project manager to handle this situation? (Choose TWO).	B,E	Assess the new resource's communication skills to evaluate their ability to perform acceptably as part of the project team.	Talk with the new resource about their skills and then determine how they can contribute to the project.	Privately ask the project management office (PMO) to assign a different resource with better skills.	Meet with the functional manager of the new resource to understand their background better.	Solicit the team about integrating and coaching the new team member.	Without seeing performance first-hand, there is no available proof to the hearsay. Therefore, meet with the new resource to learn about their qualifications for work and introduce them to the team as you would with any other new resource.
29	A00043	I.5	On an agile team, staff members from various organizational departments rotate in and out, to augment the team. How can the project manager help shield the permanent team members from disruption?	D	Give them authority to assign tasks to the rotating members.	Ask staff leaving the project to pick members who deserve recognition.	Give them higher priority to choose which tasks they work on.	Require staff leaving the project to run a knowledge-sharing workshop.		Loss of skills is one of the most disruptive factors to a team. Knowledge-sharing workshops would mitigate this and help develop the team to be more cross-functional.
30	840664	I.6	A project manager joins a project team, replacing a manager who left. During initial meetings, the project manager realized that the team members have differing opinions about how to address technical decisions. Team members did NOT respect each other's ideas, and the environment was becoming counterproductive. However, now with the new manager's leadership, the team has begun to communicate more effectively and develop some processes and procedures for working together. In what phase of development is the team now?	C	Forming	Storming	Norming	Performing		During the norming phase, team members begin to work together and adjust their work habits and behaviors to support the team. The team members learn to trust each other.
31	840679	I.6	A project is comprised of three highly dependent parts, each being completed by its own project team. The team leader, worried that conflicts might arise when the outputs from the three teams are combined, asks for advice. What advice should the project manager provide?	A	Identify potential conflicts and then arrange for a weekly joint meeting with the members of the three teams to review each other's work.	Decide which team's work should be prioritized, then delay the work from the other two teams to ensure there are NO conflicts.	Document conflicts as they occur and take action to remedy any problems that arise.	Continue to let all three teams work simultaneously, recognizing that conflicts can be addressed at the testing phase.		Consistent communication is important for ensuring a lower probability of issues and successfully addressing existing risks.
32	840704	I.6	An unresolved conflict between a member of a third-party vendor's team and a member of a project team is causing disruption. The issue is escalated to the project manager. What should the project manager do first?	A	Meet with the vendor to discuss the issue.	Place this item on the backlog.	Draft and send a contractual letter to the vendor.	Send an email to the vendor to discuss the issue.		The project manager needs to resolve this issue quickly. A face-to-face meeting is the best choice to resolve this conflict. Any other communication choice is NOT direct enough.
33	840621	I.6	A project team is comprised of local and virtual team members. To manage scheduling priority conflicts among team members, the project manager schedules a video conference call. Which conflict resolution technique does this statement demonstrate?	B	Smooth/Accommodate	Collaborate/Problem Solve	Force/Direct	Compromise/Reconcile		The collaborate/problem solve approach incorporates multiple viewpoints and insights from differing perspectives. It requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.
34	840751	I.6	The project manager schedules an iteration review and learns that a few key stakeholders do NOT approve of the development of a feature. What should the project manager do first to address this issue?	B	Invite project team members to a brainstorming session to identify an appropriate response.	Address the issue only after evaluating why these stakeholders are concerned.	Determine the impact of the conflict by listing the pros and cons of the situation.	Ask the project sponsor to act as a neutral party in negotiation with those stakeholders who are dissatisfied.		Iterations help identify and reduce uncertainty in the project. The teams need the feedback from each iteration to learn about how they work and how to improve.

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35	840753	I.6	At a weekly project status meeting, a key team member expresses concerns about the overall approach documented within the project management plan. The project manager is surprised because the team is in the process of executing an important component of the project and the concern has NOT been raised before. What steps should the project manager take?	D	Update the risk register to document the concerns, then continue with the meeting's scheduled agenda items.	Recognize that the concern must be discussed and resolved prior to continuing with the meeting's agenda items.	Address the team with a generic reminder about meeting etiquette, then ask if the team wants to use the time to discuss the concerns raised during the meeting.	Acknowledge the team member's concern immediately, continue with the scheduled agenda, then privately meet with the team member to understand the concerns expressed.		Conflict should be addressed in private first, to better understand the concern being raised. Exploring the concern after the meeting gives the project manager an opportunity to verify the concern and determine needed next steps without disrupting a large meeting.
36	841222	I.6	Certain key stakeholders are dissatisfied with the development of a key feature of a project. They express their dissatisfaction during an iteration review meeting. What should the project manager do first to resolve this issue?	B	Gather the project team for a brainstorming session and identify a solution.	Identify the reasons why there are issues with the feature, then address the issue.	Create a list of the pros and cons of the situation to define the impact of the conflict.	Add a neutral party, such as the project sponsor, to function as a negotiator with stakeholders.		Working with the customer in identifying the source of dissatisfaction with the feature is a good first step. This also helps with resolving conflict between the team and stakeholders.
37	841258	I.6	During the execution of a project, a key team member is concerned with the overall approach documented in the project management plan. The member surprises the project manager with negative comments about the approach during a weekly status meeting. How should the project manager address the team member's concerns?	D	Continue with the meeting and ensure that the concerns are added to the risk register after the meeting is finished.	Continue with the scheduled agenda items after reminding the team member of expected meeting etiquette. Then, solicit feedback about the etiquette expectations.	Remember that a project should NOT go forward when key team members are in disagreement. Use the meeting to discuss the members' concerns.	Make a short comment to acknowledge the team member's concerns, continue with the meeting, and meet with the member in private to discuss their concerns.		Conflict should be addressed in private in order to better understand the concern being raised. Exploring the concern after the meeting gives the project manager an opportunity to verify it and determine next steps without disrupting the meeting.
38	844400	I.6	A project is utilizing a third-party contractor. A member of the contractor's team raises an issue with a member of the project team. The two individuals are NOT able to work out a solution. The project manager is aware of the disagreement. Which type of communication should the project manager use first when contacting the vendor about this issue?	A	Face-to-face	Phone	Contractual letter	Email		Face-to-face interaction is usually the most effective way to build the trusting relationships that are needed to manage a project. Once relationships are established, virtual interaction can be used to maintain the relationship.
39	844765	I.6	Three project teams are working on parts of a single project. The parts are highly dependent on each other. The leader of the team indicates that this might create conflicts when the outputs from the three teams are combined. What guidance should the project manager offer to the team lead?	A	Identify potential conflicts and arrange for a weekly joint meeting with the members of the three teams to monitor each other's work.	Decide which team's work should be prioritized, then delay the work from the other two teams to ensure there are NO conflicts.	Document conflicts as they occur and take action to remedy any problems that arise.	ell all three teams to continue to work simultaneously, recognizing that conflicts can be addressed at the testing phase.		Before deciding to act, the project manager needs to determine the potential conflicts and monitor progress.
40	X00003	I.6	A project manager has assembled a project team. During initial meetings, the project manager observes that team members are getting to know each other, feeling excited and positive about the project, and have NOT been told the specific details of the project. In what phase of development is the team?	C	Storming	Norming	Forming	Performing		The Forming phase is when the team members meet and learn about the project and their formal roles and responsibilities. Team members tend to be solitary and independent in this phase.
41	A00059	I.6	The atmosphere is tense in the sprint planning review. The agile team members are visibly unhappy—one of them kicks a chair and shouts at the product owner, "That just doesn't make sense!" Which two actions should the project manager take in this situation? (Choose TWO.)	C,E	Remind the team of the product owner's responsibilities and authority.	Calm all present by asking them to call on their emotional intelligence.	Intervene, giving one uninterrupted minute to each person present to state their case.	Reprimand the member who kicked the chair with a warning.	Facilitate by asking the team to suggest ways to resolve the points of dispute.	The project manager is addressing the conflict with a collaborate/problem approach, first ensuring all viewpoints are expressed and then inviting suggestions on how to resolve the dispute. If you remind the team about one person's authority and/or reprimand the protesting member, you are using a force/direct approach, which is not compatible with agile principles, and which is, in any case, a last resort. On the other hand, if you only calm or placate, then you may NOT reach a compromise, which is the goal.
42	A00027	I.6	An efficient, empowered agile innovation team does NOT understand why required approvals from the legal department are allowed to delay their progress. Eventually, the team confronts the product owner in a heated exchange. The product owner replies that the approvals are needed to check for existing patents, which would block the product from going to market. How should a project manager prevent such conflicts?	B	Require that supporting department stakeholders attend the daily meetings to report progress.	Ensure that the product owner can be easily approached to respond to team questions and concerns.	Require the team to move a story to the Kanban blocked column if they have concerns about progress.	Ensure that the product owner presents the team the rationale behind the refinement work flow.		The source of this conflict is a lack of communication, as well as inaction to prevent delay. The most comprehensive response is to ensure constant communication between the team and product owner.
43	A00042	I.6	A Scrum innovation team is funded at varying levels by six (6) market units. Four (4) niche market units complain they are neglected because the team prioritizes mainstream unit goals. The marketing director suggests devoting a constant 40% of the team effort to the four (4) niche units in a balanced way. How can the team support this request?	C	Group stories by unit; select 40% of niche stories to work on at each sprint.	Split stories into mainstream or niche groups; plan 40% of niche story points at each sprint	Group stories by unit; plan 10% story points per niche unit at each sprint	Split stories into mainstream or niche groups, plan 10% of mainstream stories at each sprint		The requirement is to devote 40% of effort (story points) to each of the four (4) niche units at every iteration. Group by unit: 4 niche + 6 mainstream 40% story points / 4 units = 10%

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44	A00081	I.6	An R&D executive, who is a project stakeholder, occasionally visits the agile team's work area to give instructions about urgent feature work. The team begins work. During sprint reviews, the product owner becomes upset that the team worked on the requested features. How should the team address the problem?	B	Escalate to ensure that the executive no longer interferes with the team.	Meet with the executive and product owner to agree on a work flow.	Require that the executive issues change requests for new items.	Give the executive access to add new items to the backlog.		In this case, the R&D executive stakeholder is bypassing the product owner and creating disruption. A working agreement between the executive and the product owner is needed to restore order.
45	A00029	I.7	An agile development team changes a design element in a project. Testing results improve dramatically over the next two iterations. At the third iteration retrospective, the product owner is unhappy to learn about the change to the original design and asks the team to redo the work based on the original design. How can the project manager prevent such situations?	C	Set out all decision path conditions in the ground rules and correct any deviations as early as possible.	Request additional funding from the product owner for re-work due to lack of collaboration with the team.	Ensure regular engagement with the product owner and run catch-up meetings if necessary.	As servant leader, help the team to focus by removing all impediments.		The product owner has ultimate authority on the scope of the product. Thus, product owner engagement is critical when considering scope changes or any changes that may have an impact on the scope.
46	840766	I.7	A product owner repeatedly complains, saying that a function developed by the development team does NOT seem to align with the original design. What will help to solve this issue?	D	Ask the product owner to explain his point of view clearly to the team.	Ask the quality assurance team to identify any mismatches in functionality compared to the initial design.	Ask the development team to rewrite the function so that it matches with the project scope.	Update the product owner twice per week on product development.		The product owner has already explained the requirements in the original design. The solution here is to keep the product owner updated on development so that the team can adjust their work if it goes out of scope.
47	840770	I.7	During a challenging stakeholder meeting, one stakeholder indicates that they will reject an iteration's deliverable. What should the project manager do?	C	Send a request to the project sponsor, asking them to update the project charter then reassign the responsibilities and authorities.	Meet with the project team to add new and improved features to replace the features that were rejected.	Work with that stakeholder to understand their concerns and address these together with the team.	Request a private meeting with the stakeholder and a member of the project team to try and defuse the situation.		The project manager and the team should work with the customer to identify the reasons for rejecting the deliverable. Iteration reviews are designed to show the customer what the team has produced in that iteration. This is a perfect opportunity for the customer to raise their concerns, ask questions, and request changes. However, when this is NOT possible, as in this case, then seek a deeper understanding of the objection or concern and address it with all parties.
48	840779	I.7	A team misunderstood one product functionality documented in an earlier stage of the project. During the current iteration, the functionality has NOT yet been developed, but a business representative has mentioned the deficiency. How should the project manager proceed?	B	The functionality was formally approved, so initiate the change management process	Schedule a meeting to discuss and brainstorm the functionality with the project team and business representative.	Ensure that the issue is addressed by escalating it to the project sponsor, who should discuss it with the representative.	Continue with the current sprint, recognizing that the issue will be identified during the testing phase.		As the functionality has NOT been built, the project manager should facilitate building common understanding and empowering the team to evaluate the impact of a possible change, thus avoiding re-work.
49	840686	I.8	The project manager receives a progress report showing that the agile project is NOT on track. Since all work was deliberately selected and sequenced to meet higher-level objectives, the project manager is surprised by the report. In the future, how can the project manager prevent this type of miscommunication?	A	Support self-organization for the project team and help them provide buy-in for the project.	Ensure that there is a contingency reserve to cover these issues.	Ensure that the team is trained to use the agile process reporting system.	Provide early training and ongoing mentoring about the agile approach for the project team.		For agile projects, rather than a project manager selecting and sequencing work, higher-level objectives are explained, and the team members are empowered to self-organize specific tasks as a group to best meet those objectives. This leads to the creation of practical plans with high levels of buy-in from the team members.
50	840748	I.8	Project team members are concerned that a new resource does NOT seem suitable for an assigned task. How should the project manager respond to this concern?	B	Contact senior management to discuss the possibility of reassigning the new resource to a different project.	Schedule time to chat with the new resource to re-assess their skills and understand their strength level.	Ask the team members to document task-related deficiencies displayed by the resource.	Contact the project sponsor to highlight these concerns and decide on an appropriate response.		The project manager should talk to the new member to re-assess their skills and understand their strengths, to see if they meet the needs for the project. The opinions of other team members, even if correct, is NOT a direct cause for action.
51	840756	I.8	A cross-functional team on Project B reports a delay in developing a prototype. The project manager believes that the cause is lack of knowledge in a specific, required skill on the team. In which three ways can the project manager prevent this situation on future projects? (Choose THREE.)	B,C,D	Ask the team leader to recommend a solution.	Identify required skills and organize the team based on the strength of those skills.	Make a list of required, specific skills for the project.	Outsource the task to a skilled expert.	Identify the skill deficiency as a project risk.	Developing the team and proactively strengthening individual team members' skills is an important part of servant leadership. This means that the project manager needs to know the required strengths and skill sets needed for a project and recruit or be able to outsource the work to a resource with that skill.
52	840765	I.8	A project manager notices that team member A seems more unhappy after every team meeting. After looking into the situation, the project manager finds out that team member A is not making progress on a key activity. This has an impact on the critical path. Team member A also feels that they are NOT in the correct role within the project team. What should the project manager do?	B	Reassure team member A about their abilities by reminding them that they were chosen for a reason.	Meet with team member A to discuss where they can contribute, based on their strengths.	Enroll team member A in targeted training to acquire the needed skills for their assigned role.	Reassign team member A to a more appropriate role in another project.		Meeting with team member A to find out if they are correctly placed in a project role is the best response. The individual may be right. As a servant leader, you can help them find the correct role. The other responses may be helpful, but they miss addressing the team member's concern.
53	840768	I.8	A customer requests a change in the technical approach for a product in development. The project manager learns about this request during a recurring project review. How should the project manager respond?	B	Work with team members to immediately implement the new approach.	Let the team decide on the appropriate approach, giving them authority to implement and validate their decision in talks with stakeholders.	Discuss the pros and cons of the proposed approach with stakeholders, then select the approach that is best for the team and notify team members.	In order to obtain sponsor buy-in, allow the team to benchmark the approach.		As this is a technical issue, the project manager should discuss the request with the team and empower them to assess and select the best options to solve the customer's request and communicate it with them.

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54	841276	I.8	A project manager receives complaints from a project sponsor because of a delay in developing a prototype. The project manager consults the resource management plan and responds that the delay was due to a lack of knowledge in a specific skill that was needed by the cross-functional project team. How can the project manager perform this task better in the future?	B	Create training sessions at the start of the project, so all necessary skills are learned.	List required skills for the project and organize the project team based on those skills.	Consult with the project sponsor to add training once the lack of a specific skill becomes apparent.	Empower team members to problem solve where skills may be lacking, using the skills they do have.		Develop the resource management plan by defining the roles and responsibilities of the project team members to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.
55	A00041	I.8	Most of an agile team's members are away for a month, but the project needs to make progress. The project manager outsources the work to overseas contractors to work remotely on the stories. In their first sprint, the overseas team did NOT understand certain usability requirements, but still managed to complete five (5) stories that were previously blocked because the original team could NOT handle the algorithmic complexity of the work. What should the project manager do in this situation to make progress on the project?	C	Engage an interpreter to translate all the requirements	Assign all the usability stories to the remaining local team member	Reprioritize the backlog to match the remote team's skills	Find another remote team with better linguistic skills.		The project manager should notice that the remote team has a higher specialist skill level and seek to leverage their talent. This action fills the skill gaps of the local team.
56	A00085	I.8	A project manager wants to know whether an agile team possesses a good combination of T-shaped skills. What can the project manager measure to determine this?	B	Decrease in detected defects	Reduction in reassigned tasks	Less internal knowledge sharing	More collaboration with SMEs		By including T-shaped members, teams can collaborate better to complete work, and members will NOT need to reassign tasks to others.
57	A00082	I.8	An agile team member solved a problem that had blocked work for several weeks. After release of the software, it appears that the solution caused a function to fail. The quality director demands an explanation. In which two ways should the project manager react? (Choose TWO.)	A,B	Ask the team member to present his rationale and lessons learned.	Work with the team to identify gaps in the Definition of Done.	Issue a warning to the team member about NOT taking risky initiatives.	Work with the team to identify gaps in the Definition of Ready.	Respond to the director that mistakes are inevitable but will be remedied.	Agile teams must have accountability for the results of their work. In this case, valuable lessons learned and context of error are shared. The team will have to collaborate on ways to prevent the problem by updating the Definition of Done—for example, adding checks on external conditions.
58	A00098	I.8	A recently formed agile team is exhausted after working 12-hour days to fulfill sprint commitments. Who has NOT properly performed their duties in this situation?	D	Project manager	Team members	Product owner	Scrum master		The Scrum master has the role of ensuring that the team's working conditions, including workload, are appropriate and sustainable.
59	A00062	I.8	The product owner's schedule is very busy, and he wishes to delegate some of his tasks to the experienced agile team. Which task is suitable to delegate to the agile team?	D	Prioritize items to the backlog according to size.	Initiate and run backlog refinement sessions.	Select prioritized items for the sprint backlog.	Add items to the backlog before prioritization.		The product owner typically has sole authority to prioritize and plan the backlog according to business needs. Refinement also requires prioritization. Adding items can be delegated, and the product owner would prioritize at a later time.
60	840644	I.9	A project manager is preparing the charter for a project. The project aims to automate 30 percent of the company's product testing. The project sponsor advises the project manager to assign senior test engineers to identify the tests that can be automated. The test department manager, however, is NOT cooperative because they believe that the project will lead to downsizing in their department. Which two actions are suitable in this scenario? (Choose TWO.)	A,C	Have a meeting with the test department manager to discuss mutual expectations.	Request for the project sponsor to provide a rationale for test automation.	Present data-driven, cost-benefit evidence of test automation to the test department manager.	Raise the risk that the senior testing engineers will NOT be available for the testing.	Work with the project sponsor to create a project charter that the test department manager will NOT perceive as threatening.	In this scenario, the project manager's first action is to attempt to make the stakeholder cooperative with the project. One way of doing this is presenting the data that supports the business decision.
61	840668	I.9	Project manager A identifies three critical risks with probability of a high impact on the schedule and budget of project A—this project is producing critical deliverables for the company. The team meets to devise a solution for the risks and decides that three specific resources will be required to address the risks. However, these resources are already committed to a separate project, which is managed by project manager B. Which party should the project manager work with first to find a solution?	D	The project team members – to assist in training the new team members quickly so they can complete work on time	The project sponsor – to request more funding for the budget in order to hire contractors	The three resources – to convince them to join the team or, at least, agree to coach the existing team	Project manager B – to negotiate reallocation or sharing of the three required resources		Project manager B has the authority to reschedule or reallocate the resources, once it will NOT jeopardize project B. Going directly to the resources themselves undermines the functional manager, so this is unethical. The resources have been identified as the solution to the problem, so it is best to attempt to make this solution work first. The other options of the project sponsor and working with project team members would be secondary and tertiary options which would probably NOT work as well.
62	840758	I.9	A customer is NOT satisfied with the delivered product, saying that it was NOT what they expected. The project manager is surprised, because the agile development team delivered the product several iterations early. What is one way that the project manager could have avoided this result?	C	Required team sign off for each of the changes to the requirements	Set aside more resources for product testing after making changes	Ensured that the customer was aware of the value of demos and the approval process for the deliverable	Ensured that the development team fully participated in the iteration review, by explaining and answering questions		The customer was NOT engaged enough in the project. The iteration review is the best mechanism for the team to demonstrate the product and for the customer to give feedback to ensure that expectations are met and that final stakeholder approval will be given.

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63	840764	I.9	A key stakeholder voices a concern during the planning stage about whether the available resources are adequate to meet the objectives of the project. After further discussion about the requirements and the number of resources identified, the project manager is hesitant about the original plan. Which two steps should the project manager take next? (Choose TWO.)	C,E	Review the bounds of the negotiations for stakeholder agreement.	Determine the project's ultimate objectives after carefully evaluating project priorities.	Engage in negotiations for more resources.	Ensure that the impact of the shortage of required resources is fully documented.	Re-evaluate the project objectives, review the planned activities, and recalculate the resource needs.	In this case, the stakeholder's concern should be researched before any action is taken. Once the project manager has determined the correct number and type of resources for the project, then they should use negotiation skills to achieve the proper support for the work of the project and its outcome.
64	840783	I.9	A contractor has sent an email request for urgent payment of their last invoice on a project that is going through a long execution stage with multiple contractors. How should the project manager respond to this contractor's request?	C	Negotiate payment terms through a meeting with procurement and the contractor.	Authorize the payment by notifying accounts payable and follow up to ensure it was made.	Act according to the agreed-upon commitments in the procurement management plan and the signed agreement/contract.	Authorize payment only after reviewing forecast spend versus actual spend to see if the actual status allows it.		Even an inexperienced project manager should understand that terms and conditions should be agreed before engaging a contractor to actually do project work. The procurement plan and the agreement/contract hold all data reference contracts and are the sources to guide payment activities.
65	844613	I.9	The sales and marketing director at company A reports a 40% drop in revenue and significant increase in returns for Widget version 6.0. Customers are complaining directly to customer service and the social media teams report a high rate of negative feedback. The project team is already working on Widget version 6.1., which is a small set of upgrades and bug fixes. The director gets in touch with the team, requesting a full disclosure of the version 6.0 and 6.1 requirements. How should the project manager interact with this stakeholder?	B	Remind them that they were consulted about the agreed product requirements for versions 6.0 and 6.1; also remind the stakeholder and that the responsible and accountable stakeholders approved version 6.0 before release.	Review the customer and market research—both qualitative and quantitative—that supported the business case for the 6.0 project. Begin by discussing the stakeholder's role in the research.	Let them know that you also are disappointed, but this risk was documented and listed as a probable customer/market reaction for a major version release.	Ask the team to perform the final demo for version 6.0 again for the director's information.		The director is understandably concerned, given the negative performance of version 6.0 in the customer market. Base your interactions in a shared sense of responsibility for the failure, whether it is a real failure, whether it was predicted or probable, or whether it is a temporary or unexpected event. Avoid performing actions again that your team already made; likewise, avoid being defensive by reminding them that they had a role in approving a failed product. Neither of these will help the company achieve its strategic goals—which is what both parties are supposed to be committed to doing.
66	844615	I.9	A project has a quality management plan in place. This plan states that project deliverables must be reviewed for quality at least five (5) business days before the deadline. Four deliverables have failed the quality requirement. What should the project manager do?	A	Generate a cause-and-effect diagram for analysis.	Rewrite relevant portions of the quality management plan.	Inquire regarding the feasibility of an internal audit of the project.	Contact the project sponsor and request advice.		Cause-and-effect diagrams break down the causes of the problem into discrete branches, helping to identify the main or root cause.
67	H00013	I.9	The project sponsor is NOT convinced that an agile track should be used in a new R&D project because the company needs to be certain that specific features will be ready for mass production by a specific date. Which three agile methods can ensure that the sponsor's needs can be fulfilled in a hybrid project approach? (Choose THREE.)	B,C,D	A product roadmap can provide a detailed breakdown	Requirement priorities are confirmed at each iteration	Incremental development reduces risk of quality delays	Impact mapping can be used to group related stories	Stories can be broken down into granular epics	Valid agile methods to secure on-time delivery include backlog reprioritization at every sprint, impact mapping for feature-level view, and incremental testing to secure progressive development. Roadmaps and epics are high-level, NOT detailed views—so these will NOT work.
68	A00069	I.10.	While monitoring progress of the agile team, the project manager notices that an expert member's output is much lower compared with that of junior team members. This is a surprise, as the expert works diligently on the most complex tasks and always produces defect-free results. Which is the most likely explanation for the developer's low output?	C	The expert works faster and reports fewer hours than the junior members.	Younger team members are normally more productive.	The story point estimates on the expert's work are consistently too low.	The expert runs more tests and therefore completes fewer stories.		Story point estimates would be used measure progress in an agile project, and actual hours worked would NOT be apparent unless readjusted. However, as an important note, an agile team is self-organized and the emphasis is on team output, NOT individual effort.
69	A00039	I.10.	The Project Management Office wants to offer constant reporting across the dozens of agile projects running concurrently. They want to use information radiators to share progress status and key lessons learned. How can this best be achieved?	A	Place monitors displaying combined feature burn-up charts and a digest of retrospectives.	Use fishbowl windows to show all project teams' Kanban boards and charts in real time.	Place webcams to broadcast all Kanban boards and cycle the images sequentially on the radiator.	Set up an internal Wiki page which all agile teams update in real time and users consult on demand.		The feature burn-up chart can be used as a common measure of progress, and lessons learned are recorded in retrospectives. Information radiators are physical displays used to share up-to-date information across the organization. They are NOT live cams exclusively (fishbowl and webcam distractors) and the information is NOT on demand (Wiki page).
70	A00083	I.10.	The last three agile iterations showed a trend of increasingly prolonged test work. Which activity should the project manager plan to address the root cause?	D	Adopt test automation tools.	Plan an iteration of testing only.	Practice a paired testing policy.	Plan more backlog refinement.		Overly complex stories can cause prolonged periods of testing. Backlog refinement is used to break down complex stories into smaller packages.
71	A00084	I.10.	After three agile iterations showed a trend of increasingly prolonged test work, the team performed an intensive backlog refinement. What metrics would show that the problem was effectively addressed?	C	Increase in value per story	Speed of impediment resolution	Stories completed per iteration	Decrease in backlog item count		Refinement results in smaller, less complex stories, which allows the team to complete them faster.
72	840750	I.11	Before the next iteration begins, project team B meets about an unexpected challenge which threatens to delay the current phase. The task in the next iteration CANNOT be completed because of this challenge. Another team within the project is depending on timely completion of Task 1 in order to fulfill their work. How should the project manager resolve this issue?	B	Meet with both teams separately and ask them to figure out a way to meet the required deadlines and complete the project on time.	Meet with the product owner to prioritize the iteration backlog, so that it does NOT impact other teams or obligations.	Increase the number of team members for the project team and increase the iteration length, ensuring that the work will be completed according to schedule.	Let team members know you want them to do their best under difficult circumstances, and make sure to note the iteration's challenges in the next retrospective.		In agile or adaptive environments, the product owner and the team should prioritize and reprioritize tasks they know will or might impact other work. Always consider risk exposure when prioritizing tasks.

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73	840754	I.11	During a meeting, a project manager learns that a business result needs to be delivered in four (4) weeks, although the original schedule stated sixteen (16) weeks. The project manager also hears that there is NO available technical resource. The project manager knows the technical resource manager because they worked together on a previous project. What is the first thing the project manager should do?	C	Notify the project sponsor about the lack of a technical resource.	Immediately escalate the issue to decision makers in the organization.	Check with the technical resource manager to see if there is an available technical resource.	Hire an outside party to meet the need for a technical resource.		The project manager should first confirm with the technical resource manager whether a resource is available.
74	840769	I.11	A project manager in a virtual team realizes, during the third iteration of product development, that the team dashboard that shows progress on work is faulty and is NOT showing updates. Which action should the project manager take?	C	Keep the team working and send daily email updates to the team.	Rank the need to fix the dashboard according to the business value for upcoming iterations.	Get the dashboard fixed.	Document the issue as a new project risk and propose a solution.		In an agile virtual team, the project manager needs to keep work visible so that the team can see progress. This is essential. Changing the way the team works together in the middle of a project can be very disruptive. In this case, they are lucky that a problem did NOT arise. The project manager needs to protect the team against impediments and allow them to focus on their work.
75	840774	I.11	Project D is working virtually because of a recent natural disaster. Several activities are delayed because a project team member has NOT been working for the past week. This impacts the critical path. How should the project manager respond to this problem?	A	Obtain a new resource to complete the needed tasks until you can speak to the team member directly.	Discuss the situation with the team member's functional manager and enable them to manage the team member.	Remind the team member about responsibility and accountability.	Ask a team member who knows this person well to try and find the missing team member and report back.		The team member has been away from work after a natural disaster. In addition to that, the team is working virtually, so communication is already different than when everyone was co-located in the office. Empathy is required here. Take action without being intrusive or asking others to intervene. There could be many reasons for the absence, and while the team member is your responsibility, completing the project work is your first priority.
76	841221	I.11	During an iteration, a project team working in country B encounters problems that may cause a delay in completion of task B. Teams in country A need task B to be completed on time in order to meet their schedules. These teams work together virtually. What can the project manager do to resolve this problem?	B	Ask the team in country B to work harder to complete on time, in order to avoid delaying the work of other teams.	Ask the teams to collaborate virtually to find a solution to avert the potential delay.	Increase the iteration length, and add additional resources to the project team, so that they can meet the appropriate deadlines.	Ask team members to perform to the best of their abilities during the iteration and engage in a retrospective after completion of the iteration.		"May cause a delay" does NOT mean the task completion will be delayed. To improve the probability of success, the team should collaborate and find a solution. They know their work best, and despite working virtually, they should be able to find a solution.
77	841263	I.11	A new project manager needs to deliver a high-stakes agile project. The vendor working with the team is in another country. Though this vendor has delivered excellent quality work on time in the past, they are currently behind schedule. The team explains to the project manager that their attempts to get the vendor back on schedule have failed. They have sent emails and phoned, but the vendor only gives vague, noncommittal responses. The product owner insists that this vendor is essential to the success of the project and an important partner of the business. Which action should the project manager take?	B	Contact the vendor and be direct about the consequences of their actions and delays	Create a virtual workspace for the team so that everyone is aware of and accountable for their tasks and aware of due dates. Include the product owner.	Work with procurement to amend the vendor's service agreement, with specific terms and conditions for work.	Ask the product owner to use personal influence to get the vendor back on schedule.		Communication in virtual teams can be challenging. Being direct may NOT leave a good first impression and revising a service agreement may be perceived as hostile by the vendor. This vendor is critical to the success of the project and important to the business, and the team may be getting demoralized by their unsuccessful attempts to manage the vendor. Be attentive of these factors using active listening and emotional intelligence. Creating a workspace that enables everyone on the project team to see the project work and be accountable for delivering their work on time is the best option here. Including the product owner in the virtual work space as an informed party is wise.
78	843083	I.11	A longstanding, key team member in a virtual team has been unmotivated for weeks after the death of a family member. Because of this, several project activities are behind schedule, impacting the project's critical path. How should the project manager handle this situation?	B	Replace the team member.	Discuss the situation with the team member and work with them to identify a workable solution.	Escalate this situation as an HR issue and ask other team members to work overtime.	Ask the functional manager for additional support on the project, including assignment of a new resource.		A project manager is a servant leader. Servant leadership means listening and acting with empathy. Especially in virtual teams, facilitating servant leadership can be a challenge. Replacing the key team member is a unilateral action that project team members and others may perceive as drastic, considering the circumstances. Asking others, such as HR or the functional manager, to intervene is a good idea, but the team member should be consulted first, and asking the team to work overtime is always a gamble. Given all of this, the project is the priority here. Speak with the team member first, using emotional intelligence and empathy, but with a firm approach to completion of work as a priority.
79	A00020	I.11	Several items remain in the Kanban blocked column despite the team's efforts to resolve the issues. The retrospective reveals that all of the impediments relate to mandatory corporate business processes, which introduce wait times. What should the project manager do next?	C	Act as a servant leader to resolve the pending business process issues while the team attends a team-building event.	Dedicate the next iteration to team training on the business processes to help them work more autonomously.	Work with process owners to streamline procedure and secure the team coaching on the processes.	Work with the team to increase the story point estimates in the backlog to account for the business process delays.		The servant leader should work within the organization to simplify processes affecting the team as much as possible. However, large companies typically need internal processes, so these can rarely be eliminated altogether.
80	A00019	I.11	Several items remain in the Kanban blocked column despite the team's efforts to address them. The retrospective reveals that all the impediments can be traced back to a particular department head. Previously, the project manager has tried to educate this stakeholder, but they still show resistance. What should the project manager do next?	B	Ask the department head for budgetary compensation proportional to the delays incurred due to lack of cooperation.	Use stakeholder analysis to identify an aligned senior stakeholder to influence the department head.	Ask the team members to find other stakeholders who can help work around the department head's barriers.	Set up an information radiator, ranking stakeholders according to their active support of the project goals.		If stakeholders remain resistant despite the project manager's efforts, then escalation may be required.

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81	H00045	I.11	Several unforeseen impediments suddenly appear on the Kanban board in a hybrid project. Each team member has reported one or more different problems relating to a regulatory specification issued by the predictive track. Which parameter is likely to be highest in the risk assessment?	C	Manageability	Dormancy	Connectivity	Controllability		The risks are all related to a common source—the specification—so connectivity ranks high per the definition "Where a risk is connected to many other risks, connectivity is high". Manageability and controllability are INCORRECT because the risk factor depends on an external regulator. Dormancy is low because the risks were detected immediately after the specification was issued.
82	840693	I.12	A project manager needs stakeholder involvement in order to identify strategic and operational assumptions and constraints. Unfortunately, the project manager is having difficulty obtaining consistent input due to lack of participation. In which two ways can the project manager encourage the stakeholder to participate and collaborate? (Choose TWO.)	B,D	Use political awareness techniques.	Be a servant leader.	Timebox meetings.	Use effective facilitation techniques.		Facilitation is the ability to effectively guide a group event to a successful decision, solution, or conclusion. A facilitator ensures effective participation, so that participants achieve a mutual understanding, that all contributions are considered, that conclusions or results have full buy-in according to the decision process established for the project, and that the actions and agreements achieved are appropriately dealt with afterward.
83	840760	I.12	A project team is small, and the team members have known each other for a long time. The team's project is in the execution stage. Recently, a team member told the new project manager that another team member has been complaining about how the project is being managed. How should this new project manager respond?	B	Review the current stakeholder engagement plan to identify how to resolve this difficulty.	Schedule a team meeting to discuss the current team charter and ground rules, especially around communication and teamwork expectations.	Hold a team morale-building event to improve team culture.	Speak to the team members individually and ask them how they would like to deal with the situation.		A team meeting is the best solution because it encourages every team member to participate and results in a clear set of guidelines for the team.
84	840762	I.12	A project manager is working on multiple projects. One project has new team members and is in early stages. The other projects are in various states of execution for the next few weeks. How can the project manager develop the new project team over the next few weeks?	A	Help team members create a set of agreed rules for working, or social contract, that encourages team cohesion.	Suggest that the team engage in multiple team-building events to normalize the team.	Keep the team informed by sending short daily project status updates.	Engage in face-to-face personal conversations with each team member to build relationships.		Creating a social contract—or a set of agreed rules for working—will allow the team to normalize and be self-servicing when you are unavailable. The other choices do NOT encourage the team members to develop independently and as a team.
85	840777	I.12	A new project team is setting early priorities, and they plan to gain the customer's trust by delivering value as quickly as possible. Team member C mentions that they have worked with the project sponsor on other projects. How should the project manager connect these two facts and create an advantage for the project team?	C	Make team member C the project leader since they already know the sponsor.	Ask team member C to tell the whole team everything they know about the sponsor so that the team can work better.	Explore how team member C can use personal influence with the sponsor to increase the project's potential for benefits realization.	Discuss whether team member C has a conflict of interest in order to maintain an ethical standard.		Personal influence is a leadership skill that enables project teams and individuals to use existing relationships, building on them to further project activities and goals. In this case, team member C has an existing relationship that may help the project team to understand more quickly the needs of the project sponsor.
86	841277	I.12	A project's daily standup meetings are long, often lasting more than two hours. The project team uses the standup meetings for extended discussions about solutions to project obstacles. What should the project manager do to improve the daily standup meetings?	D	Allow the meetings to remain long but ensure that the time is productive by using an agenda and recording minutes.	Timebox each speaker using a stopwatch in standup meetings.	Nominate a team member to manage obstacles and schedule meetings to discuss possible solutions.	Coach team members towards shortening standup meetings to 10-15 minutes and improve their method for identifying solutions.		Daily standups are important meetings for agile teams. The project manager should coach the team in how a daily standup meeting is run and what is discussed. Teams run their own standups, and when run well, they can be very useful. Daily standups are typically 10-15 mins and three questions are answered: 1) What did you do since the last standup? 2) What will you do today? 3) Are there any impediments or roadblocks? Hold separate meetings to discuss the blockers and find the solutions.
87	844816	I.12	Leaders of high-performing project teams _____ team members' skills and knowledge and keep team members _____ throughout the project. Fill in the blanks with the correct set of responses.	A	nurture, motivated	reward, scheduled	identify, aware	leverage, rewarded		The primary goal of a project manager in relation to supporting a high-performing project team is to ensure that the team has the right skills and knowledge to complete the work and to keep them motivated to do their best work. These actions potentially optimize project outcomes.
88	844956	I.12	A project manager is having difficulty obtaining consistent input from stakeholders and needs their input to identify assumptions and constraints. How can the project manager improve stakeholder engagement?	D	Use political awareness techniques.	Institute checklist policies.	Research effective meeting management techniques.	Make use of effective facilitation techniques.		Facilitation is the ability to effectively guide a group event to a successful decision, solution, or conclusion. A facilitator ensures effective participation, that participants achieve a mutual understanding, that all contributions are considered, that conclusions or results have full buy-in according to the decision process established for the project, and that the actions and agreements achieved are appropriately dealt with afterward.

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89	A00030	I.12	The agile team is composed of highly skilled product design engineers. Their reputation for quality and speed has earned them new duties in concept development for new products, but team output in this new role has fallen steeply compared to their design work. Which two measures are most effective to improve team productivity in this case? (Choose TWO.)	B,D	Plan a creativity spike in the next iteration.	Seek creative thinkers to mentor the team.	Prolong the iterations to adjust to new tasks.	Hire more T-shaped profiles into the team.	Boost motivation with a team building event.	The key problem of the team is that specialists are outside of their comfort zone. Mentoring and diversifying the team so that it is more cross-functional is the most efficient measure. Relying on the team's existing skill set to perform a spike or boosting their motivation or prolonging iterations will NOT address the root problem of specialization.
90	A00088	I.12	The agile team excels at solving technical problems, but when the product owner requests creative or business-related ideas, the team falls silent. Is this a problem?	C	Yes, specialist teams are prone to higher error rates.	No, specialist teams are more effective than generalists.	Yes, lack of diversity will limit the team's adaptability.	No, the team performs better without useless distractions.		T-shaped skills are desirable in agile team members. Having a broad set of skills enables people to work more independently and with greater ability to adapt to changing needs.
91	A00003	I.12	A project manager experienced in predictive methods is taking on an agile project for the first time. To help in making a successful transition, the project manager makes a list of situations that may arise from inadequate action as a servant leader. Which three situations would be on this list? (Choose THREE.)	A,B,E	Team members avoid taking on challenging tasks.	Team members avoid direct communication with other departments.	Team members raise impediments they are unable to eliminate.	High performers in the team move to more senior positions.	Project stakeholders' express skepticism of agile methods.	Servant leaders must promote professional development through challenges and help team members build bridges with external groups. They also educate stakeholders on the business value of agile methodology.
92	A00096	I.12	An agile team needs to decide who should represent them in the Scrum of Scrums. Which criteria should a project manager use to select the best-suited team member?	A	How well the member knows the work in the other teams	How well the member applies their depth of expertise	How convincing the member is as a public speaker?	How long they have been working with Agile methods		The most important factor to effectively collaborate between teams in a Scrum of Scrums is to understand the work across all teams. This knowledge promotes effective coordination to identify and resolve dependencies and impediments. The other qualities are mainly important within the team (expertise and influence).
93	A00079	I.13	The company has hired a new Architectural Excellence board with a mission to promote new programming paradigms. The agile team continues to work on new and existing software products. How should the project manager deal with this new development?	C	Inform the agile team that resulting changes will be postponed as long as possible.	Be patient and wait until the board gives the team explicit instructions, then decide.	Speak with the product owner to add this change to the backlog.	Negotiate a quiet period with the board to prevent disruption to the team's work		An action needs to be taken in this scenario, NOT a deferral of any kind. The product owner needs to be involved, and this change needs to be added to the backlog. Backlog refinement is controlled by the product owner but requires a team effort. The product owner also can change the Definition of Done or include the changes in the acceptance criteria.
94	840749	II.1	A project manager develops a project management plan and schedule based on an agreed-upon project lifecycle of 16 months. Later, due to changing business requirements, the project sponsor requests completion within nine (9) months. How should the project manager respond to this proposed change?	A	Perform an impact evaluation of this change request and evaluate the change in scope.	Work with key stakeholders and project team members to discuss the business requirements.	Modify the original project schedule to meet the revised deadline.	Meet individually with project team members to discuss which aspects of the project can be removed from the scope.		To execute the project more quickly, the project team should discuss with the stakeholders if there can be any reduction of scope and find out the way to complete activities at the individual level within a shorter time, if possible.
95	840763	II.1	A project manager needs to ensure that the team delivers business value within the required timelines. The project manager recently learned that key stakeholders are worried that the current release plan will NOT meet urgent business needs. How can the project manager effectively respond to stakeholder concerns?	B	Renegotiate scope with the project sponsor after examining the work breakdown structure (WBS).	Consult with the stakeholders and team members to identify the minimum viable product (MVP) needed for launch.	Determine the schedule performance index (SPI), then escalate the schedule risk to the project sponsor.	Monitor progress using a burndown chart after modifying the schedule baseline to meet stakeholder requirements.		Defining the minimum viable product would allow the team to release business value within timelines by focusing only on the must-have items that the business stakeholders need.
96	840767	II.1	A customer indicates that they would like to add a functionality to a product in development. Although this request is made during the execution stage of the project, the project manager determines that the cost for the addition would be small. The additional functionality, if successful, would increase the opportunity for profit. What should the project manager do next?	B	Acknowledge that the functionality would offer a great opportunity but determine that the proposed addition is out of scope.	Submit a change request and then evaluate the impact to the project.	Move forward, using the project's management reserve to add the requested functionality.	Identify an already-developed feature that could be combined with the new functionality and use the combination to meet the customer's request.		If the customer asks the project manager to make a change, regardless of how small or little impact, the change needs to go through Perform Integrated Change Control. The first step would be to submit a change request and then analyze the impact.
97	840781	II.1	During one daily standup meeting, team members suggest that rework is being caused because there seems to be too much work. How should the project manager respond to this?	D	Try using a Kanban board for reviews.	Request that team members explicitly implement time boxing or spikes.	Replace the under-performing team members.	Investigate to determine whether this is a time or quality issue.		Rework can often be caused by trying to do too much in too little time—or it can be an issue of the quality of work. If time is the issue, then time boxing or spikes are great techniques to focus work efforts. If quality is the issue, then you need to assess resources, materials, skill level, and so on. But you need to understand what is causing the rework first.
98	841220	II.1	A project manager for a construction firm meets with stakeholders. All stakeholders agree on a 20-month lifecycle for a project. After work has begun, the project manager learns that stakeholders would like project completion within no more than 16 months. Which step should the project manager NOT take?	C	Negotiate with stakeholders to reduce project requirements.	Add team members to work more quickly. .	Reduce the scope and crash the schedule.	Advise against modifying the timeline.		If it is possible to reduce the requirements for a project with the sponsor and key stakeholders, this is preferred over crashing, fast-tracking, change-control, and other methods which will most likely increase risk and create issues with a shortened timeframe.

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99	A00067	II.1	A travel company wants to create smartphone applications for their users. Competitors are racing to do the same. The product owner's vision describes several versions of the app: Basic, Basic Ad-free, Pro, and Premium. Which project approach is best suited to the company's needs?	B	Waterfall	Incremental	Predictive	Iterative		The product bundling goes from least number of features (Basic) to the highest (Premium). An incremental approach allows to release the Basic product quickly to mitigate competitive time pressure, and gradually release each bundle by adding the next set of features.
100	A00066	II.1	An efficient agile team in a large corporation generated ideas and added innovative features to the backlog. After the additional features are tested and complete, the portfolio owner rejects all of them. What is the most likely reason this situation happened?	D	The team did NOT make use of the normal quality control processes.	The portfolio owner refuses to pay for the team's unplanned work.	The team would be entitled to intellectual property rights on the features.	The product owner did NOT sufficiently align the ideas with the portfolio product owner.		The product owner is responsible for ensuring that the product meets business objectives, which could be set by a portfolio product owner.
101	A00058	II.1	The marketing director wants to be first-to-market, to launch a version of a smartphone shopping application for retired people, and has asked the agile team to develop it. What should the project manager do to begin the development process?	D	Work with the product owners and SMEs to break the requirements down into stories.	Meet with product owner, team, and SMEs to identify risks and risk responses.	Ask the team to estimate the effort and build the business case accordingly.	Meet with product owner, team, and SMEs to define the minimum viable product (MVP).		The requirement to be first to market implies use of an MVP, which will then be enhanced with feature requirements as quickly as possible after launch.
102	A00091	II.1	A company is losing market share to competitors with new business models. The agile team is asked to restrict the number of features of a product and release a version more quickly to the market. How will this request impact the planning?	A	The backlog will be prioritized to deliver basic functionality in small increments.	The product vision will be updated to reflect a user-driven release roadmap.	The sprint backlog will be reprioritized to work on the smallest and simplest stories first.	The increments will be reduced to enable faster product releases		Releasing a more basic version of a product early enables the company to obtain value from the work more quickly. With regard to planning, the team needs to figure out how to prioritize the backlog so that a product with basic functionality—and which also represents value to the customer—can enter the market.
103	H00009	II.1	The pandemic has caused delays which will make it very difficult to launch the new product on time. Television ads for the launch date are already purchased, so the CEO has asked the project manager to find a way to launch the product even if some minor features are NOT included. Which measure would be the most effective step toward a successful and timely product launch?	D	Double the size of the test team to ensure that any defects will be detected and corrected as early as possible.	Ask the team to remove product tests most likely to fail at first attempt and de-scope requirements relating to those tests.	Fast-track the schedule and establish new test and readiness milestones as close as possible to the planned launch date.	Plan a parallel iterative track to develop requirements for a minimum viable product (MVP) and de-scope unnecessary predictive tasks.		The MVP is specifically intended to increase product success through customer feedback while accelerating development through minimizing effort. Schedule compression or scope reduction alone may be based on unneeded requirements.
104	840650	II.2	A complex project with high security protocols has key stakeholders located in the United States, France, and China. A senior manager requests confidential project information to be shared with a project partner. Which step should the project manager take next?	D	Report this breach of ethics to the project governance committee.	Supply the requested information but keep a record of the manager's request.	Supply the project information but ensure the sensitive parts are redacted.	Check the communications management plan to verify whether the request is allowable.		A communications management plan is developed to ensure that the appropriate messages are communicated to stakeholders in various formats and various means as defined by the communication strategy. Even in a project with high security protocols, provisions may be in place to share information.
105	840659	II.2	A project is delayed because the deliverables are NOT of acceptable quality. A change is required. First, the project manager issues a formal change request and communicates the change to all stakeholders. The stakeholders are NOT satisfied with this. They want a more detailed report about the nature of the delay. What should the project manager do next?	A	Review the communications management plan and stakeholder engagement plan.	Provide a change request to include stakeholder expectations in the project management plan.	Organize a meeting with the project sponsor to better understand stakeholder expectations.	Review the communications management plan, follow it, and issue a status report.		The Monitor Communications and stakeholder engagement processes can trigger an iteration of the Plan Communications Management and/or Manage Communications processes to improve effectiveness of communication through additional and possibly amended communications plans and activities. Such iterations illustrate the continuous nature of the Communications Management and stakeholder engagement processes. Issues or key performance indicators, risks, or conflicts may trigger immediate revisions.
106	840663	II.2	The initial draft of a project management plan is completed. The project manager plans to show the draft to stakeholders for approval. The project manager has limited time to gain approval, the project management plan is lengthy, and stakeholders are located all over the world. The project manager needs to ensure that the review of the plan is completed on time. Which action should the project manager take?	A	Send the plan for the stakeholders to review and then meet with all of them to discuss it.	Ask each stakeholder to review the plan individually, add their comments, and then update the document accordingly.	Ask select stakeholders to review particular sections of the plan based on their areas of expertise.	Organize individual meetings with the stakeholders who are available during this time frame.		The best approach is to send the draft of the project management plan in advance to the entire stakeholder team and then have a meeting to gain approval. Gaining approval from some, but not all, stakeholders, or getting approval of parts of the plan is less ideal.
107	840671	II.2	A project's single sponsor has been replaced by a steering committee due to a significant increase in project size. How should the project manager approach this change?	A	Tailor communications to the new steering committee, recognizing that there has been a change in stakeholder structure.	Follow the initial project plan, recognizing that the sponsor is the key stakeholder and the new committee members work in a lesser capacity.	Schedule a low-key introductory meeting with the new steering committee and the team, while continuing to follow the initial project plan.	Ensure that the new steering committee members receive the project's current status report.		The project manager needs to be proactive and respond to this change. The same communication that was planned for a single sponsor will NOT necessarily work for this steering committee.

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108	840680	II.2	In response to slippage on some scheduled tasks, the project manager reprioritized a number of subsequent tasks to try to fix the problem. This did NOT work, so the project manager needs to escalate the issue. Which two (2) items will the project manager need to consult? (Choose TWO).	B,C,D	Change management plan	Stakeholder engagement plan	Communications management plan	Risk management plan	Configuration management plan	The slippage risk has become an issue, so now you need to handle the issue by escalation. The stakeholder engagement plan will tell you how to engage stakeholders, and the communications management plan helps to ensure that your messages are communicated to stakeholders in various formats and various means as defined by the communication strategy.
109	840691	II.2	A governmental agency becomes a key stakeholder on a complex project due to regulatory changes. In light of the change, the project manager needs to develop an understanding of this new stakeholder and identify any new high-level risks that may result from the change. Which two options should the project manager use? (Choose TWO).	A,C	Schedule meetings with the new stakeholders.	Update the assumption log.	Revise the stakeholder engagement plan.	Check the risk management plan.	Update the project charter.	Meetings are used to develop an understanding of project stakeholders. Since there is a new stakeholder on the project, the stakeholder engagement plan should be reviewed and revised to include them.
110	844630	II.2	An informal and unofficial blog was set up to enhance communication and morale among project team members. The project manager was NOT previously aware of the blog but has discovered that team members are using it inappropriately. It has caused some offense. What should the project manager do?	A	Review the blog and assess the communications management plan.	Reprimand all individuals involved and report the issue to the compliance office.	Close down the blog, as it is NOT part of the communications management plan.	Identify an administrator who can monitor communications on the blog.		Communications outside of those covered by the communications management plan can lead to additional risks and issues. However, since the team seemed to have a need for it, the project manager should assess the communications management plan for any gaps. The project manager should also establish ground rules with the team for the blog.
111	840700	II.2	A project team has set up an unofficial online communications platform to enhance communication. The project manager was NOT aware that this platform existed until recently, after learning that its use has facilitated some activity that a stakeholder finds concerning. Which action should the project manager take?	A	Advise the project team to stop using the platform and review the communications management plan.	Log the issue and remind the individuals involved to use only authorized communications channels.	Since it is NOT part of the communications management plan, terminate the platform.	Delegate an administrator to monitor communications on this platform.		Since this platform was NOT part of the original communications plan, it should NOT be used unless it can be added. However, you need to understand the stakeholder's concern to evaluate whether it is valid. You also need to understand the reason why the team is communicating on an outside platform instead of the "approved" ones. Evaluate this use and the communication plan. If the team needs this, or a similar communication channel, in order to do their work, then you should find one that can offer the benefits they need.
112	843783	II.2	Project A is developing a customer service prototype for a company's marketing department. The customer stakeholder group includes franchise owners and direct customers of the company. The prototype scores 95% on fulfilment of the functional requirements defined in the scope, which is a passing score in the project's agreed quality metrics. The franchise group is unwilling to approve the prototype since it does NOT fulfil a particular functional requirement, but the direct customer group gives approval. How can the project manager handle communication with this diverse stakeholder group?	B	Send a survey to each group asking for specific feedback on the prototype.	Thank the customers for their approval; review the WBS and verify the requirements documentation with the franchise group.	Hold a consultation with the franchise group, show them the direct customer approval, and negotiate for the approval.	Check the RACI matrix for which group's approval is needed and if still unclear, ask an executive stakeholder to make the final decision.		At this phase of a project, the project team and stakeholders should benefit from good communications. Working directly with each stakeholder group—in this case thanking the direct customers and using project data to show the franchise group that the prototype fulfils both requirements and agreed quality metrics.
113	844528	II.2	After a project delay, the project manager determines that a change is needed to the product deliverables in order to ensure quality. The project manager takes the following steps: 1. Issues a formal change request. 2. Communicates the change to all stakeholders. 3. Receives feedback that the communications approach did NOT meet stakeholders' expectations. What should the project manager do next?	D	Refer to the communications management plan and issue a status report.	Ensure stakeholders' expectations are included in the project management plan by issuing a change request.	Hold a meeting with the project sponsor to better understand stakeholders' expectations.	Review the communications management and stakeholder engagement plans to see if the processes were followed. An update to one or both plans might be warranted.		The project manager should first verify if the processes were followed in communicating project changes to stakeholders. If they were, then the project manager should revise the communications and/or the stakeholder engagement plans based on stakeholder needs. These two plans help establish how communication will be managed and how the stakeholders will be engaged.
114	844943	II.2	As a result of multiple regulatory changes, a governmental agency is added as a key stakeholder on a complex project. The project manager wants to develop an understanding of this new stakeholder and identify any new high-level risks that may result from the change. What should the project manager do?	A	Review the stakeholder engagement plan and verify the strategy for this change before meeting with the new stakeholder.	Appoint an existing team member to lead compliance strategy and to liaise with this new stakeholder.	Consult the change management plan to understand the next step in accepting this change.	Check with the project sponsor to discuss how this new regulation and stakeholder might change the scope and budget for the project.		Before meeting with the new stakeholder, you should review the stakeholder engagement plan and communication plan to verify the strategy for the change. The change includes a compliance issue, which you will need to understand and incorporate into project strategy. You need to do this first before allowing a team member to help. Finally, once you understand the change and talk with the new stakeholder, then you will know if a change to scope or budget is required.

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115	A00023	II.2	A security-classified, agile software project requires outside expertise and delivery to add a module based on machine learning. An approved supplier asks the project manager to join the daily meeting with the supplier's agile team, but the project manager's schedule is too full with internal meetings. How could the two teams synchronize interactively but somewhat less frequently?	B	Set up fishbowl windows at each site.	Add and execute a Scrum of Scrums layer.	Align iterations for common retrospectives.	Share a common electronic Kanban.		The Scrum of Scrums allows both teams to have their own daily meetings while adding a more targeted meeting between them at a less frequent pace.
116	H00008	II.2	The latest software build for a virtual reality headset release did NOT include urgent change requests already implemented by the electronics workstream. The product owner informed the software team about the change during a daily meeting, but NO ONE recorded it. What should the project manager do to avoid this problem in the future?	C	Refine the product backlog with the team and product owner before the next iteration.	Increase the frequency of backlog refinement meetings and note the change in the retrospective.	Run an ad-hoc retrospective and add the agreed urgent change process to the team charter.	Privately remind the team lead that the role requires fast and proactive problem solving.		In this case, iterative agile change handling is NOT fast enough. Continuous improvement in agile is achieved through retrospectives, and work processes are in the team charter. If you wait until the next iteration, it will be too late to catch the change; more frequent backlog refinements violate the principle of "maximizing work not done"; and servant leaders would NOT impose on a team member to improvise.
117	H00051	II.2	A smart grid project combines predictive and agile tracks. The agile team detected a major software defect after its release and began working on a correction. But the defective release was deployed by the predictive track, and this caused a field test to fail. Which measure would be most effective to prevent similar problems in the future?	B	Run the same unit tests in the agile lab and in the field sites.	Send project-wide issue log updates via instant messaging.	Ensure that retrospectives are shared with the predictive team.	Replan the software track into the predictive schedule		The root problem is that impactful information in the agile team was NOT passed to the predictive team quickly enough to prevent the test failure. Instant messaging of issue log updates can reach the full project immediately after the issue is logged, and act as an alert.
118	840611	II.3	A project is at the planning stage. The project manager realizes that producing a complex, multi-functional application is NOT feasible with the current number of resources and decides to hire more resources for the production of the application. The project manager identifies and contracts temporary resources. Which risk response strategy does this scenario exemplify?	A	Mitigate	Transfer	Accept	Avoid		The risk to the project was posed by insufficient resources. The risk was mitigated by hiring additional resources.
119	840618	II.3	A project is started with an approved scope. As the team implements the project design, a team member states that the product will NOT meet the requirements in certain situations. Correcting the issue increases both scope and costs, and the project will also miss the deadline. The project sponsors do NOT have additional funding to support the project. What should the project manager do first?	A	Perform risk management analysis.	Follow the Perform Integrated Change Control process.	Crash the schedule.	Contact the customer and negotiate for risk acceptance.		The project manager must perform a full risk management analysis. This action includes all the processes for risk analysis—i.e. perform qualitative risk analysis, plan risk responses, implement risk responses, and monitor risk—and all are recorded in the risk register. The risk register exists for the project team and stakeholders to understand potential problems with the project. Once they all understand the problems, you can seek resolution.
120	840629	II.3	A project is being planned in a remote area with limited access to vehicles and equipment. Additionally, the road to the site goes through a protected area, and the government has required the company to sign a contract that they will protect the environment and road from damage. The project manager decides the best way to manage this risk is to deliver all heavy equipment themselves, despite the significant added expense. What type of risk response is the project manager demonstrating?	B	Transfer	Mitigate	Accept	Avoid		The project manager is mitigating the risk of violating the contract by including the delivery work in the scope and increasing budget to mitigate the risk of difficult access.
121	840637	II.3	A project manager works for a company that is preparing to develop a new product. The new product will require skills that are NOT currently available. To initiate this project, what should the project manager do?	C	Develop detailed project requirements	Focus on quality control	Document the risk in the project charter	Develop a competitor analysis		If you plan to deliver a product and the team does NOT possess the skills required, this is a risk. The risk should be documented in the project charter so its impact can be analyzed before project initiation.
122	840653	II.3	A project is being implemented. The research and development department communicates to the project manager that the product's requirements have changed. These changes were NOT anticipated, may significantly influence potential sales numbers, and could impact project scope. Which action should the project manager take?	D	Review the risk management plan to understand identify risk responses.	Plan to use the contingency reserve and update the risk mitigation plan.	Revisit the project charter.	Evaluate the impacts to cost, stakeholders, quality, and risk using the Perform Integrated Change Control process.		These new requirements will impact the project in various ways, as well as pose additional risks. These impacts and risks need to be identified and assessed and then the appropriate responses need to be identified.

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123	840666	II.3	A project sponsor is risk averse and is therefore concerned about negative impacts on the project. To help with this concern, the project team identifies four (4) project risks and then evaluates both the probability of occurrence and the impact of the risk if it occurs. The team uses a 1-5 scale (1 is the lowest and 5 is the highest). RISK PROBABILITY IMPACT A 1 5 B 4 4 C 2 5 D 2 2 Based on the table in what order should the project manager rank these risks for risk management purposes?	B	B, A, D, C	B, C, A, D	B, A, C, D	C, D, A, B		Risk severity is calculated by multiplying probability and impact. For example, Risk A has a probability of 1 and an impact of 5 (1 x 5 = 5). The higher the value, the higher the risk is rated.
124	840672	II.3	Prior to preparing a monthly project status report, a project team brings three risks to the project manager's attention. The project manager wants to reference additional information before presenting this as new risk information. Where can the project manager look to evaluate these risks?	B	Issue log	Risk register	Risk management plan	Lessons learned repository		The project manager must check the risk register to verify if these three risks are new and then to verify if action was already planned to address them.
125	840675	II.3	Although the sponsor and project team say that the new project has an adequate budget and realistic schedule, the project manager worries that unplanned events could threaten the project's success. What should the project manager do first?	A	Engage in identification of project risks, then assess those risks.	Ask the project sponsor for additional funding to cover project planning.	Schedule a meeting with the functional manager to address the potential impact of unplanned risks.	Execute the project as planned and handle any risks as they arise.		The project manager needs to be proactive and familiar with as many project risks as possible. The risk assessment needs to occur before the risk is encountered.
126	840678	II.3	A company wants to reduce future operating costs by installing solar panels on the facility being built by using a local government subsidy for energy-efficient projects. They have NOT yet applied for the subsidy. Before the project starts, the project manager is describing project risks. Which statement best describes the risk to the project if the application is NOT successful?	D	Loss of energy efficiency rating	Loss of funding for the project	Increase in scope	Increased total cost		The risk described here is a loss of potential subsidy that would reduce the cost of the project. So, this risk amounts to the project requiring much more in future operating costs.
127	840690	II.3	The project sponsor requires a project team composed of resources that live in four (4) different time zones, working in four (4) different locations. The project sponsor did NOT consider the challenges created by this requirement and believes that the dispersion will provide an ideal project team that will save costs. Where should the project manager document this in the project charter?	C	As part of high-level requirements	In the key stakeholder list	In the overall project risks	As part of the resource management plan		Having a dispersed project team does NOT come without risks. These risks need to be identified in the charter, even if only at a high level.
128	840698	II.3	A project manager implemented an approved change to manage a risk. Three (3) months after the implemented change, the project manager learns that the change did NOT produce the desired result, instead producing negative consequences. How can the project manager avoid this problem on future projects?	D	Update the probability and impact matrix after assessing any new risks.	Revisit or change existing assumptions after reviewing the assumption log.	Update the lessons learned register with the risk information.	Update the list on the risk register with the risk.		New projects should utilize organizational process assets such as lessons learned so they do NOT repeat the same mistakes. Updating the list on the risk register with this risk will leave a trail of useful information for future projects.
129	840699	II.3	During a conversation with a friend, a project manager hears that union action may occur within the next two (2) weeks. The project manager knows that at this stage of the project, any project delays could cause substantial harm to both budget and schedule, and any union action will affect the project team. Earlier, the probability of a union action was considered minimal. Thus, it was unanticipated. Also, the project manager has worked successfully in the past with the union. How should the project manager respond to this issue?	D	Get more information through informal discussion channels and use that information to decide on next steps.	Update the risk in the risk register with this new information and notify relevant stakeholders.	Plan to reward those who do NOT participate and identify possible disciplinary actions for those who do participate.	Schedule a meeting with the union's leader and use personal influence to attempt to resolve the problem.		The project manager needs to use a proactive and decisive, informed approach. This risk was previously added to the risk register and considered a low risk. Since the project manager already has a successful relationship with the union stakeholder, finding a solution through positive leadership is possible. If a resolution CANNOT be found, then you should update the risk register and communicate with the appropriate stakeholders, so that the team will be able to devise an appropriate risk response.

	A	B	C	D	E	F	G	H	I	J
130	840703	II.3	Due to resource challenges, a contractor is late with a critical project deliverable, even though the work is nearly complete. The project must be delivered on time because the next projects depend on on-time completion of this one. There is a 22% buffer in the project budget for cost overruns, but only three (3) weeks left in the schedule. How can the project manager resolve this issue?	C	Hire a new vendor to replace the current vendor.	Use the buffer to look into alternative vendors that can assist with project deliverables and make use of the buffer.	Hold a discussion with the vendor regarding the contractual implications of this slippage and negotiate for on-time completion.	Escalate this issue to the project sponsor immediately.		With three weeks left and most of the work done, hiring a new vendor is NOT ideal. Since project delivery is the prime focus as well as budget for cost overruns, the project manager needs to assess alternatives without concern for the potential budget impact. Once a viable alternative is identified, they can present their case to the sponsor for a decision—but immediate escalation is NOT warranted.
131	840705	II.3	A customer's end users have NOT completed the required training. The project manager must consider the risk it poses to the timely completion of the project. End user training is a required project deliverable. Which action should the project manager perform?	A	Update the risk register to document the concerns and then develop a plan to ensure the end users complete their training.	Revise the risk register and discuss it at the next project status meeting.	Dedicate additional post-implementation support to mitigate the risk.	Modify the project schedule to account for the training delay.		The project manager should document the risk and then work with the stakeholder to address this risk. They are probably aware of it and need help to complete the step.
132	840744	II.3	A retiring project manager hands over all materials to a new project manager. The project appears to be running smoothly, until a critical component fails during testing. What is the appropriate first step when responding to this issue?	A	Review the risk management plan to identify whether this risk and accompanying response strategies have been captured.	Check with other local team project managers to see how they would respond to the issue.	Revise the timeline to account for slippage due to the additional time needed to implement mitigation.	Communicate with stakeholders, describing the issue, proposed costs, and potential changes to delivery dates related to the project.		Risk responses to identified risks should be outlined as part of the risk management plan.
133	840745	II.3	A team member has taken unplanned leave during the execution of a project, causing the project team to reschedule some tasks. As a result, critical activities are now occurring at the same time. What is the first thing the project manager should do?	A	Assess the newly introduced risks with the project team.	Mitigate risks by reverting to the original schedule.	Revise the risk register and then rank the project's risks.	Identify suitable responses for the newly introduced risks.		The project manager and the project team should evaluate the newly discovered risk. The project manager should also update the risk register, analyze and prioritize the risk, and plan the response.
134	844594	II.3	A project sponsor is risk averse and is therefore concerned about negative impacts on the project. To help with this concern, the project team identifies four (4) project risks and then evaluates both the probability of occurrence and the impact of the risk if it occurs. The team uses a 1-5 scale (1 is the lowest and 5 is the highest). RISK PROBABILITY IMPACT A 3 5 B 4 2 C 3 3 D 2 2 Based on the above information, in what order should the project manager rank these risks for risk management purposes?	A	A, C, B, D	B, A, D, C	C, D, A, B	D, A, C, B		The risk ranking is devised by multiplying the probability with the impact factors. Larger numbers indicate higher risks. Therefore, these risks are ranked in the following order: A, C, B, D.
135	844632	II.3	While a project manager is preparing the monthly project status report, four (4) new risks are identified. These four (4) risks could affect key milestones. What should the project manager do before presenting this new risk information?	D	Review the risk report and lessons learned repository.	Review the organizational process assets and risk register.	Refer to the risk management plan and the risk report.	Add risks to the risk register, analyze them for impact to the project, and identify response plans.		The first step is to update the risk register and then analyze the new risks. This information can then be presented to stakeholders who will help determine a response plan for each risk.
136	844762	II.3	Project C is a partnership between a major city and a government contractor. Each of these entities have a different risk threshold, so it is the project manager's role to ensure a risk approach that will satisfy both parties. Project C has a realistic schedule and an adequate budget; however, the project manager worries that unplanned events could threaten the project's success and cause the city sponsor to be concerned. How should the project manager handle this situation?	C	Focus on the original project plan and focus on completing the plan on schedule.	Ask the city sponsor for additional funding to uncover additional unplanned risks during planning.	Work with representatives from both sides of the partnership to address the potential impact of unplanned risks.	List and assess any project risks and present them to the city sponsor.		The project manager needs to be proactive and work with both partners to identify risks and their mitigation strategies. Even when one party has a higher risk threshold than the other, because they are in a partnership, both parties should be consulted.
137	844764	II.3	After the start of a project, the project manager learns that an expected governmental subsidy may NOT be available. How should the project manager address this issue?	A	Log the risk.	Raise the project's risk level.	Make up any project deficit using the contingency reserve.	Make a change request.		While this is NOT an issue yet, it is a risk that should be entered in the risk log and managed appropriately.

	A	B	C	D	E	F	G	H	I	J
138	844820	II.3	In order to speed the completion of project Z, a project sponsor requisitions a project team that can work a full 24-hour day, in three (3) shifts, in hazardous conditions. - Team A: 02:00h – 10:00h - Team B: 10:00h – 18:00h - Team C: 18:00 – 02:00h In order to work nighttime hours safely, teams A and C will need to receive overtime pay and the company will need to increase security measures and their insurance coverage. Where should the project manager document this request in the project charter?	B	Key stakeholder list	Overall project risks	High-level requirements	Work exclusions		Speeding up a project does NOT come without risks. In this case, work may be completed much more quickly, but these risks need to be identified in the risk log for the project.
139	844995	II.3	After missing two (2) consecutive major deadlines because of delayed glass deliveries, a manufacturing company changes its glass supplier to meet production deadlines. Three (3) months later, production reports quality problems with the new glass. The project manager determines that the supplier change caused quality problems. How should the project manager avoid this issue in the future?	C	Update the risk information to the lessons learned register.	Review the assumption log to revisit or change current assumptions.	Confirm that an implemented risk response is effective.	Evaluate new risks and update the probability and impact matrix.		In this case, the risk was missed deadlines, and the response to the risk was to change suppliers. Part of an effective risk management strategy is making sure that the risk response is effective—in this case, that the replacement supplier would supply quality glass on time. The Monitor Risks process uses performance information generated during project execution to determine if the response was effective. In this case, the response was NOT effective.
140	840619	II.3	A project manager realizes that stakeholder interests will conflict on a project and decides to utilize a stakeholder engagement assessment matrix. The matrix pinpoints an influential stakeholder who is resistant to the project. The project manager needs to align this stakeholder's expectations with the goals of the project. How can the project manager accomplish this goal?	A	Produce a stakeholder engagement plan.	Convey the stakeholder engagement plan.	Gain consensus on project objectives by meeting with all stakeholders.	Ensure that the stakeholder register is complete and updated.		Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. The key benefit is that it provides an actionable plan to interact effectively with stakeholders.
141	840623	II.4	How can a project manager gain a stakeholder's approval, if the stakeholder believes a project's deliverables were NOT achieved?	A	Review the project scope while analyzing the stakeholder's needs and expectations.	Review the project charter thoroughly with this stakeholder on a conference call.	Ensure that the stakeholder understands the quality management plan.	Perform a risk analysis after obtaining the stakeholder's new requirements.		Project leaders stay updated with stakeholders' needs and expectations and ensure that they are aligned with the project's overall goals and desired outcomes. Monitor Stakeholder Engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans. The key benefit of this process is maintaining or increasing the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. You should perform this process throughout the project.
142	840627	II.4	A project has the following characteristics: - A functional manager is also a project stakeholder. - The functional manager has time constraints and delegates project responsibilities to someone else on the functional team. This person becomes a new stakeholder. - The new stakeholder is NOT attending meetings. How should the project manager engage this new stakeholder?	A	Examine the stakeholder engagement plan with the new stakeholder and assess their level of engagement.	Present the project schedule and the specific, assigned tasks to the new stakeholder.	Request that the functional manager brief this new stakeholder and ask that they send them to all relevant meetings.	Ask the new stakeholder to pair with a more experienced stakeholder to learn responsibilities.		The first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified by the Identify Stakeholder process. The stakeholder engagement plan is updated regularly to reflect changes to the stakeholder community.
143	840633	II.4	A project manager is working with three (3) key stakeholders. Each has a different vision regarding the project and its goal. They each feel strongly about their opinion. How should the project manager obtain approval of the project charter?	B	Conduct a stakeholder analysis.	Use facilitation and conflict management techniques to help the three (3) stakeholders find consensus.	Request that the project sponsor resolve the conflict.	Use the project kick-off meeting to settle the project goals.		To facilitate timely, productive discussion and decision making, the project manager should use their facilitation skills as well as conflict management to help the stakeholders agree on a shared vision of the project goals.
144	840689	II.4	A small group of users complains during a project's user acceptance stage, stating that their expectations are NOT met. Which action could help avoid this issue on future projects?	D	Send more frequent updates to stakeholders.	Engage in risk assessments throughout the project.	Make use of conflict management techniques.	Make use of stakeholder feedback during the project.		Managing stakeholder engagement helps to ensure that stakeholders clearly understand the project goals, objectives, benefits, and risks for the project, as well as how their contribution will enhance project success. Listening to their feedback is an important part of this engagement.
145	840696	II.4	A global organization sponsors a project that involves six (6) different companies. When the project is partially complete, the project manager learns that one stakeholder is ill and needs to decrease their level of involvement. What should the project manager do?	A	Update the stakeholder register and then the stakeholder engagement plan.	Revise the project charter with the new stakeholder information.	Ask the project sponsor to replace the stakeholder.	Update the stakeholder engagement plan.		Both the stakeholder register and the stakeholder engagement plan need updating. The stakeholder register identifies all stakeholders and their involvement in the project. The stakeholder engagement plan is updated to reflect any processes, procedures, tools, or techniques that affect the engagement of stakeholders in project decisions and execution.

	A	B	C	D	E	F	G	H	I	J
146	840743	II.4	A project manager is creating an agenda and presentation materials for a kick-off meeting that will involve stakeholders across the globe. How can the project manager facilitate and optimize stakeholder engagement?	B	Create slides for the kick-off meeting to address stakeholder involvement.	Survey stakeholders' preferred meeting dates and times to accommodate the teams in different time zones.	Verify that all required participants or their delegates will be available to attend.	Review the kick-off meeting agenda and materials for overall clarity and concision.		Assuming a particular solution does NOT empower the team. Surveying the team and finding common consensus is a key part of servant leadership.
147	840771	II.4	During work on a government project, stakeholders exert pressure on the project manager to comply with their preferred actions because they have extremely complex regulations and constraints. The project manager wants to build a successful relationship with these stakeholders because the company hopes to win more contracts with the government. Which two approaches should the project manager take? (Choose TWO).	A,D	Assess and categorize these stakeholders using the Salience model.	Invite these stakeholders to team meetings to assure them that the project team takes their work seriously.	Send a questionnaire out to this stakeholder group, asking about their needs.	Use servant leadership to build a relationship based on stakeholder needs.	Share the stakeholder engagement matrix with the team.	Both leadership and analytical project management tools are important in this scenario. The stakeholders need to earn trust in your team, but you—NOT the team—are the main point of contact. The best choice to facilitate trust is an effective leadership style that emphasizes the needs of your stakeholders. Since the project has started, you should already know their needs, so a questionnaire is NOT helpful. However, you need information about the stakeholders. In a complex environment such as this one, the salience model of categorization is a good choice, as it helps leaders navigate frequently changing, complex relationships that involve several parties.
148	844819	II.4	Two (2) users complain during the project's user acceptance stage, saying that their expectations were NOT met. How could the project manager avoid this issue in the future?	A	Enable efficient stakeholder management	Assess risks more thoroughly	Employ conflict management techniques	Nurture a professional relationship with the users		A professional relationship with end users is assumed, so that option is assumed to be in place already. However, managing stakeholder engagement efficiently is key to ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks for the project, as well as how their contribution will enhance project success. Listening to their feedback is an important part of this engagement.
149	844991	II.4	A project involves six different companies, and the project sponsor is a global organization. At the midpoint of the project, the project manager learns that one stakeholder is experiencing difficulties and CANNOT provide their former level of involvement. The project manager needs to _____ and then _____. (Fill in the blanks with the correct pair of answers.)	C	avoid the risk; update the stakeholder engagement plan	avoid the risk; update the stakeholder register	mitigate the risk; update the stakeholder engagement plan	mitigate the risk; update the stakeholder register		The first step is mitigating the risk presented by the stakeholder's diminished involvement. Then, the stakeholder engagement plan is updated to reflect any processes, procedures, tools, or techniques that affect the engagement of stakeholders in project decisions and execution.
150	840775	II.4	A company is struggling to define the scope of a new project that has multiple phases with a high level of dependency between the phases. How should the project manager approach this challenge?	B	Contract with a third-party consultant that specializes in helping businesses define scope of work on large projects.	Work with project stakeholders to recommend an iterative approach that will then help to define the project's scope.	Review the project management plan to ensure that it provides extra time within the schedule, then revise the scope of work.	Move forward with the project but keep a daily check on the schedule to prioritize the dependency issues.		A corrective action, such as the iterative approach, is required here. Introducing adaptive steps in a heavily predictive environment is never easy and the stakeholders should be involved in this process.
151	A00073	II.4	A product owner in an agile project complains of too many meetings in their monthly schedule. There is NOT enough time for project work. They instruct the project manager to prioritize some meetings and decrease the frequency of others. Which two of the product owner's meetings could the project manager deprioritize so that they attend less frequently? (Choose TWO).	C,D	Sprint retrospectives	Product SME consultations	Daily standup meetings	Team performance reviews	End-user feedback sessions	In agile projects, the customer is the highest priority, because this leads to end-user satisfaction and focus on delivery; administrative processes such as performance reviews are a lower priority. The product owner is NOT needed at every daily meeting.
152	840648	II.5	A deliverable on the project's critical path is behind schedule. The cost performance index (CPI) is 1.3. The project manager is able to put the project back on schedule. Which three results are the most likely for this project? (Choose THREE).	A,C,D	Activities will be performed in parallel.	Project scope will be revised.	Associated risks will increase.	Costs will increase.	The team should expect rework.	The cost performance index (CPI) is above 1; therefore, the project is spending money at a rate lower than planned. Since the project is behind schedule, its schedule performance index (SPI) is less than 1. In order to increase the SPI to 1, there will most likely be an increase in costs, perhaps from crashing activities on the critical path that will lower the CPI towards 1. This will most likely increase risks associated with the project when trying to do more in a shorter time.
153	840649	II.5	A project that should have been 90% complete by now is only 65% complete. The total project budget is US$120,000 and the actual cost spent to date (AC) is US$80,000. What is the scheduled performance index (SPI) and cost performance index (CPI) of this project?	A	The SPI is 0.72, and the CPI is 0.98.	The SPI is 1.38, and the CPI is 1.2.	The SPI is 0.94, and the CPI is 1.04.	The SPI is 0.80, and the CPI is 0.91.		EV = % complete * budget: 65% * $120,000 = $78,000, AC = $80,000. CPI = EV/AC = $78,000/80,000 = 0.975 or 0.98 A CPI less than 1 means the project is over budget. PV = % complete * budget: 90% * $120,000 = $108,000, SPI = EV/PV = $78,000/108,000 = 0.72 An SPI less than 1 means the project is behind schedule.
154	840652	II.5	A project is 7 months into execution. The project manager determines that the cost performance index (CPI) is .80. According to a trend analysis, the CPI has a downward trend. What should the project manager do next?	A	Issue a change request to redo the cost baseline.	Ask for additional resources.	Crash the project schedule.	Utilize the management reserve.		Since the project is over budget and the trend analysis shows that this will continue, the best course of action is to redo the cost baseline of the project and manage it.

	A	B	C	D	E	F	G	H	I	J
155	840654	II.5	A project has the following characteristics: - US$3 million budget - Planned value of US$630,000 - Actual cost of US$650,000 - Earned value of US$540,000 Which statement is true about the current status of the project?	B	The project is ahead of schedule and under budget.	The project is behind schedule and over budget.	The project is ahead of schedule and over budget.	The project is behind schedule and under budget.		CV = EV - AC: 540 - 650 = -110 (negative cost variance) SV = EV - PV: 540 - 630 = -90 (negative schedule variance) Negative cost variance means the project is over budget. Negative schedule variance means project is behind schedule.
156	840685	II.5	The project manager learns that one team member needs to complete a critical task that is outside of the project, resulting in a scheduling risk for the project. How can the project manager eliminate this risk?	A	Meet with the team member's manager and negotiate for an alternative time to complete the other task.	Ask the team member to focus on the critical task and obtain an additional resource from another department.	Send a report to the project sponsor, documenting noncompliance from the member's manager.	Tell the team member's manger to release the team member from outside activities until the scheduled project activity is complete.		The resource management plan is used to help determine how resources allocated to agreed-upon risk responses will be coordinated with other project resources. This will provide guidance as to how the project manager can negotiate with the resource's manager.
157	844452	II.5	A project that should have been 70% complete by now is only 55% complete. The total project budget is US$210,000, and the actual cost spent to date is US$162,000. What is the scheduled performance index (SPI) and cost performance index (CPI) of this project?	A	The SPI is 0.79, and the CPI is 0.71.	The SPI is 1.27, and the CPI is 0.98.	The SPI is 0.82, and the CPI is 1.05.	The SPI is 0.99, and the CPI is 0.96.		EV = Actual% * BAC = 0.55*$210,000 = $115,500 PV = Plan% * BAC = 0.70*$210,000 = $147,000 AC = $162,000 (given) SPI = EV/PV = $115,500/$147,000 = 0.785 or 0.79 CPI = EV/AC = $115,500/$162,000 = 0.71
158	844455	II.5	A project that should have been 90% complete by now is only 84% complete. The total project budget is US$110,000 and the actual cost to date is US$82,000. What is the schedule performance index (SPI) and cost performance index (CPI) for this project?	A	The SPI is 0.93, and the CPI is 1.13.	The SPI is 1.07, and the CPI is 0.99.	The SPI is 1.15, and the CPI of 0.93.	The SPI is 0.96, and the CPI is 1.18.		EV = Actual% * BAC = 0.84*$110,000 = $92,400 PV = Plan% * BAC = 0.90*$110,000 = $99,000 AC = $82,000 (given) SPI = EV/PV = $92,400/$99,000 = 0.93 CPI = EV/AC = $92,400/$82,000 = 1.126 or 1.13
159	A00055	II.5	Over the past six months, the cost per story in agile project A has risen by more than 250% due to a faulty platform which is no longer supported. The project will exceed the budget increment threshold at the next iteration. Who should decide if the project should be cancelled?	B	The head of business control	The product owner	The procurement manager	The project manager		The product owner acts as the sponsor in agile projects and therefore has the authority to decide if conditions warrant termination of a project.
160	840639	II.6	A new product development project has the following characteristics: - There are three (3) main tasks. - Task A must be delivered four (4) weeks before task C starts. - Once task B is finished, task C will start. What is the relationship between tasks A and B?	B	Finish-to-start (FS)	Finish-to-finish (FF)	Start-to-start (SS)	Start-to-finish (SF)		While there is no direct relationship between A and B, both must be completed before C can start. So, of the choices, the only response that makes sense is FF.
161	840645	II.6	A company is planning to utilize a new product that leverages innovative technologies and processes. The project manager has verified that the component work packages have been defined, and constraints for each component have been identified. Which estimating technique should the project manager use to obtain a precise cost estimate of the project?	C	Analogous	Three-point	Bottom-up	Parametric		Bottom-up estimating is a method of estimating project duration or cost by aggregating the estimates of the lower-level components of the WBS.
162	843770	II.6	A project manager is uncertain about the duration of a project for a new product and consults several groups of subject matter experts (SMEs). The first group advises that development can be finished in 40 days. The second group identifies some risks that could make the duration up to 60 days. The third group proposes a new development method that can shorten the time to 20 days. What is the estimated development duration for the new product?	B	20 days	40 days	60 days	30 days		Using three-point estimating (Triangular Estimate) = (Optimistic + Most Likely + Pessimistic)/3 = (20 + 40 + 60)/3 = 120/3 = 40 days Beta Estimate = (Optimistic + (4 X Most Likely) + Pessimistic)/6 = (20 + (4*40) + 60)/6 = 240/6 = 40 days
163	843772	II.6	A project manager is uncertain about the duration of a new project and consults several groups of subject matter experts (SMEs). The first group advises that development can be finished in 29 days. The second group identifies some risks that could make the duration up to 46 days. The third group proposes a new development method that can shorten the time to 18 days. Using the Triangular estimation technique, what is the estimated development duration for the new product?	B	28 days	31 days	32 days	36 days		Using a Triangular Estimate = (Optimistic + Most Likely + Pessimistic)/3 = (18 + 29 + 46)/3 = 93/3 = 31 days

	A	B	C	D	E	F	G	H	I	J
164	843775	II.6	A project manager is uncertain about the duration of a new product development project and consults several groups of subject matter experts (SMEs). The first group advises that development can be finished in 14 days. The second group identifies some risks that could make the duration up to 32 days. The third group proposes a new development method that can shorten the time to 8 days. What is the estimated development duration for the new product using the Beta estimation technique?	B	12 days	16 days	14 days	20 days		Using the Beta Estimate = (Optimistic + (4 X Most Likely) + Pessimistic)/6 = (8 + (4*14) + 32)/6 = 96/6 = 16 days
165	A00017	II.6	A trend of stories is INCOMPLETE, and this becomes apparent at the end of iterations. Several team members worked on these stories and NO blockers were identified. How can the agile team resolve the situation?	D	Put the stories back into the product backlog and wait for a less intensive iteration to work on them.	Use the next iteration for a team spike to determine feasibility of completing the stories.	Put the stories in the blocked column and work with the product owner to remove impediments.	Work with the product owner to further break down the stories in the backlog and update the Definition of Ready.		When stories CANNOT be completed within one iteration, it is typically because the story is NOT broken down into small enough goals.
166	A00056	II.6	A project manager is visiting a software supplier's office. Some of the sights are surprising: two people per workstation, estimations based on a deck of cards, developers forcing their tests to fail, and routines with names such as "traffic cop" and "ringleader". What could explain these practices?	B	The servant leader has granted the team a bit too much freedom.	The supplier has adopted eXtreme Programming methods.	The supplier appears to be conducting "gaming" training sessions.	The project manager happened to visit during a team building exercise.		eXtreme Programming practices include pair programming (2 per workstation), planning poker, test-first programming, and metaphor naming of processes.
167	A00076	II.6	An agile project is structured without timeboxing. Tasks are grouped by high-level goal but CANNOT be predictably scheduled. In which three ways can the work be distributed for efficient execution? (Choose THREE).	A,C,D	Track readiness status to help the team initiate tasks at the right time.	Set deadlines to ensure that the team completes the work in acceptable limits.	Use a task board to group tasks into rows and track progress across columns.	Maintain a to do task pool to limit the number of tasks in progress.	Pre-identify blockers to determine the order of execution.	Work distribution in a flow-based agile approach can be more efficient if: - Task triggering is constantly monitored to reduce lag - The task board displays progress stages in columns, potentially with tasks grouped by rows - A pool of tasks-to-do limits the number of concurrent tasks in progress
168	A00094	II.6	Two start-up companies have merged, and now more than 100 developers on eight agile teams are working on a common portfolio. Which agile practice or method can best ensure release coordination between the teams?	D	Scrum of Scrums	Mobbing	Scrumban	Feature-Driven Development		FDD provides the most complete set of methods specifically for the needs of large software development projects.
169	A00002	II.6	Six months into a strategic agile project, company executives are closely monitoring its progress. The COO expresses frustration that the last weekly burndown charts show the projected completion date significantly moving back and forward several times. How can the project manager forecast the completion date with more accuracy and certainty?	A	Ensure upcoming backlog items are elaborated in more detail with the team.	Educate the executive committee on the flexible nature of agile planning.	Plan for variable-size iterations according to story complexity and load.	Reduce frequency of the progress reports sent to senior stakeholders.		Erratic progress curve variations are typical of inconsistent or uninformed story point estimates. Backlog refinement can ensure that overly complex stories are broken down and that past progress informs new story estimates.
170	A00078	II.6	An ongoing agile project is measured as follows: 2-week Sprint / Stories Planned / Stories Completed / Earned Value / Earned Value 1 / 15 / 10 / 450K / 300K 2 / 20 / 18 / 600K / 540K 3 / 20 / 25 / 800K / 1000K 4 / 22 / 25 / 1100K / 1250K Totals / 77 / 78 / 2950K / 3090K According to the table, which two of the following are the project's metrics? (Choose TWO).	B,D	SPI = 0.98	CPI = 1.05	CPI = 1.30	SPI = 1.01	CPI = 0.95	SPI is calculated as stories completed/stories planned (78/77 = 1.01) and CPI as planned value /completed value (3090K/2950K = 1.05).
171	A00095	II.6	A start-up has grown quickly, and there are now four (4) agile teams working on interrelated products. All teams have begun to experience impediments and gaps related to work in other teams. How should the project manager address this problem?	C	Eliminate dependencies between teams.	Favor collaboration tools over meetings.	Implement a Scrum of Scrums layer.	Merge into two large teams to reduce issues.		Scrum of Scrums is the most effective way to coordinate work between teams working on interrelated products.

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172	H00015	II.6	The IT integration team has a major setback in a hybrid project. Testing has confirmed that the hardware does NOT support the target operating system. The agile team's software releases must now run on a later operating system version. What should the project manager do next?	B	Meet with the scrum master to determine if the product vision is still valid.	Meet with the product owner and team to update the product backlog during the sprint.	Work with the agile team to run root cause analysis on why the problem did not surface earlier.	Inform the team at the daily meeting and update the Definition of Done and Definition of Ready.		Changes of frame assumptions during execution requires impact analysis as quickly as possible. Product owner input is required for major scope changes (including rework) which would be reflected as updates to the product backlog. Reviewing the product vision would give you insight to use cases rather than specific OS versions. Root cause analysis is already performed by the IT team—the agile team must work with the new requirement—and changing the Definition of Done and Definition of Ready would NOT address the impact analysis on work already done.
173	H00026	II.6	A hybrid virtual reality project is running an agile software track and a predictive electronics track. Halfway into the project, delays are accumulating due to misaligned deliverable releases between the two tracks. Which two elements should the project manager combine to produce a common network diagram? (Choose TWO).	A,D	Definition of Ready with dependency milestones	Epic breakdown with work breakdown structure	Product backlog with critical path task sequence	Definition of Done with exit criteria	Definition of Ready with work breakdown structure	Misalignment is caused by missing dependencies between the tracks. The purpose of the network diagram is to sequence activities based on dependency. The Scrum equivalent of a task start dependency is the Definition of Ready, and the equivalent of the task exit criteria are the Definition of Done.
174	H00040	II.6	A hybrid municipal waste management project combines many brief administrative tasks with small-scale public works. An agile track makes good progress on key objectives, but small tasks are accumulating in the backlog. Most tasks can be done in one day but are dependent on unpredictable triggering events. Which approach would be most effective to clear out these minor tasks faster?	D	Combine multiple minor tasks to make story sizes consistent with key objectives.	Reprioritize the backlog to favor the smallest stories and reassign them daily.	Reprioritize the backlog on a daily basis so that recent triggers boost story priority.	Integrate the small tasks to either the Definition of Done or acceptance criteria.		The stories will NOT be considered complete until associated small tasks are triggered and completed.
175	840641	II.7	A skincare company reports growing customer complaints about an underweight product. A project manager needs to determine if something needs to be changed in the production line. Which tool or technique can the project manager use for this task?	C	Scatter diagram	Affinity diagram	Control chart	Histogram		Control charts are used to determine whether or not a process is stable or has predictable performance.
176	840677	II.7	A project has the following characteristics: - A quality management plan is in place. - The quality management plan states that project deliverables must be reviewed, at a minimum, 1.5 weeks before the deadline. - Four (4) deliverables have missed this quality requirement. Which step should the project manager take?	D	Reach out to the project sponsor for their input.	Modify the quality management plan to conform to project practices.	Request that the project undergo an internal audit.	Use a cause-and-effect diagram for root cause analysis.		By understanding the root cause of the issue, the project manager may avoid this type of problem later on in this and other projects.
177	840681	II.7	A project is in the execution stage. Based on the originally approved blueprint, 1,000 products were developed. The project team randomly chooses 100 products to evaluate against the quality plan. What is the project team undertaking?	B	Control procurement	Statistical sampling	Process audit	Quality assurance		Statistical sampling involves choosing part of a population of interest for inspection—for example, selecting 10 engineering drawings at random from a list of 75. The sample is taken to measure controls and verify quality. Sample frequency and sizes should be determined during the Plan Quality Management process.
178	840688	II.7	The project is overseen by a senior project manager. A new project manager joins the project, and the sponsor asks the new project manager to develop the quality management plan. How should the new project manager proceed?	A	Meet with the senior project manager to identify established plans and processes. Then, ask for assistance in selecting the appropriate standards.	Schedule a meeting with the customer to collect requirements and obtain benchmarking samples.	Obtain the necessary benchmarking samples and cost-benefit analyses from the sponsor.	Postpone the development of the quality management plan until quality metrics and quality checklists are created.		The new project manager needs to consult with the senior project manager to find out what practices and processes are already in place.
179	844818	II.7	The project is overseen by a senior project manager. When a new project manager is added to the project, the sponsor asks the new project manager to develop the quality management plan. How should the new project manager proceed?	D	Postpone the development of the quality management plan by submitting a change request. Only proceed when quality metrics and quality checklists have been created.	Schedule a meeting with the customer to collect requirements and obtain benchmarking samples.	Schedule a meeting with the sponsor to obtain benchmarking samples and cost-benefit analyses.	Obtain established quality processes and plans from the senior project manager. Then, ask them for guidance in selecting the appropriate standards.		The new project manager needs to consult with the senior project manager to find out what practices and processes are already in place.
180	A00028	II.7	Company B is setting up a new agile innovation team with a mission of placing product quality above all other considerations. The initiative comes after a number of high-profile complaints on social media networks about the brand's diminished quality. Which option would be most effective to achieve the team's goals?	D	Raise the product price to fund use of better-quality materials.	Benchmark features against competitor products and track defects	Create an automated testing bench to eliminate human error.	Use Test-Driven Development based on continuous user focus group input.		TDD ensures a quality standard before development, but continuous user input is the most important to determine the target.

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181	A00100	II.7	During sprint planning, some new backlog items are prioritized but NOT estimated. The product owner requires a new set of tests to verify the unique properties of the items. What should happen before adding it to the sprint backlog?	C	Use analogous estimating based on similar tests on similar stories.	The product owner defines a new epic to allow testing in the next sprint.	Add the relevant acceptance criteria in the Definition of Ready before estimating.	The product owner should provide the initial estimate to be refined by the team.		Specific acceptance criteria should be defined and checked in the Definition of Ready of any impacted item before estimation to ensure all effort is accounted for.
182	A00001	II.7	A smartphone manufacturer is re-assessing its product development methods in response to a sharp increase in user complaints. Analysis of the complaints indicates that the users try to use some features in ways that designers did NOT anticipate. Given these findings, which agile practice would most effectively prevent the problem?	C	Acceptance Test-Driven Development	Smoke Testing	Behavior-Driven Development	Red, green, refactor		Behavior-Driven Development is an extension of Test-Driven Development whereby automated tests and simulations are created before developing the product. Flaws are discovered by forcing the tests to fail before producing the unit in a way that will pass the tests.
183	A00054	II.7	A start-up company needs to quickly expand its product portfolio to meet market demand. Recently, staff members are working on two or three agile teams, each dedicated to a different product line. Output is dropping and defect rates are rising in all teams. In which two ways can the project manager help the agile teams improve their work? (Choose TWO).	A,C,D	Perform root-cause analysis in the next retrospectives.	Influence the product owners to right-size their portfolios.	Organize dedicated teams to reduce context-switching.	Appoint dedicated test teams to offload the agile teams.	Train the agile teams to improve time and focus management.	The main problem is high context-switching when working on multiple teams, which is resolved by 100% dedicated teams. Root-cause analysis would pinpoint this and other problems to address.
184	A00089	II.7	The agile team surpassed the planned number of stories in the last three agile iterations. How can the project manager be sure all the work performed is truly complete?	B	Ask the product owner if results are satisfactory.	Check results against the Definition of Done.	Ask the team to cross-check other members' work.	Check the results of all the tests performed.		The Definition of Done lists all criteria that must be met to consider a task/story completed.
185	840620	II.8	A medium-sized company is expanding into a new market. However, the company does NOT have previous experience in that market. A project manager needs to collect requirements. Which two tools or techniques should the project manager use? (Choose TWO).	A,B	Prototypes	Expert judgment	Product analysis	Create requirements traceability matrix		Experts are a source of experience and knowledge. Given the increased risks of a new and potentially complex market, using expert judgement is recommended. Prototypes are an excellent way to gain a better understanding of the product and to gather requirements.
186	840632	II.8	A client brings a project manager into a project during the project's execution stage. The project manager reviews the project scope for cost estimating purposes and notices that some deliverables were missed in the work breakdown structure (WBS). Which step should the manager take next?	C	Verify with the stakeholders to see if these missed deliverables should be added.	Ask that the project management office (PMO) approve additional funds for this work.	Include the work in the WBS, per the 100% rule, and recalculate the total project cost.	Determine whether these deliverables are necessary by verifying with experts in the field.		The 100% rule states that any work package in the WBS should consist of 100% of all work for that work package. Since the WBS is a work package itself (the project), and since the WBS should contain only work packages that are in-scope, any missing work packages should be added to the WBS and recalculated.
187	840634	II.8	Review the following project characteristics: - A sponsor approves a project. - The project manager invites selected team members, key stakeholders, and the sponsor to a meeting. - The primary purpose of the meeting is to create a document that will guide the team in defining the main project deliverables. What will be the final output of this meeting?	C	Milestone list	Work breakdown structure (WBS) dictionary	Scope management plan	Requirements management plan		The scope management plan is a component of the project management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.
188	840651	II.8	A project manager is working with a customer who repeatedly submits requests for new requirements for an existing software product. The project manager has already provided the completed scope definition for the product's next version release to stakeholders. Which step is appropriate for the project manager to take next?	D	Hold a meeting with the product manager to request that the number of new requests is reduced.	Define project boundaries immediately with the sponsor.	Organize a meeting with the stakeholders to set expectations.	Analyze the scope management plan to see how changes in scope are handled.		The scope management plan documents how the project and product scope will be defined, developed, controlled, and validated. The key benefit of this document is that it provides guidance and direction on how scope will be managed throughout the project.
189	844480	II.8	A project manager is working on a software development project. Two customers are repeatedly submitting new feature requests. The completed scope definition for the product's next version release has already been provided to stakeholders. What should the project manager do next?	D	Ask to meet with the product manager, and discuss reducing the number of new requests.	Meet with the sponsor immediately to discuss project boundaries.	Meet face-to-face with stakeholders to set expectations.	Assess the scope management plan to see how changes in scope are managed.		The scope management plan provides details on how project and product scope will be defined, validated, and controlled. It is needed to help control the scope of the project.
190	A00018	II.8	An empowered agile team showed impressive progress in the first four iterations, but now the product owner has noticed low output in the latest five iterations without any apparent reason. What could be the cause of this situation?	A	The team worked on low-complexity stories from the backlog in the first four iterations.	Technical debt has set in and the team's output will keep dropping until the cause is eliminated.	The team was in the storming stage of the development and now have moved to norming.	There is most likely a specific under-performing team member slowing the team down.		Some agile teams want to favor faster progress by completing less complex stories before more complex ones. Prioritization of backlog should be value-based, not speed-based.

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191	A00033	II.8	An agile team is struggling to solve a blocking issue with packaging design. Eventually, they find a solution, but it requires a different product format. What should the team do before further developing the solution?	B	Create a prototype and demo it to the end customer.	Ask the product owner to approve the change.	Run a cost/benefit analysis to determine its value.	Check if the change is consistent with the product vision.		This is a case in which basic product characteristics may be affected by the change and might not be captured in the product vision. The product owner is responsible for shaping the product in collaboration with stakeholders.
192	H00010	II.8	A merger of two companies results in combining an agile software project and a predictive electronics project into a single hybrid project. Two months later, requirements have changed in both tracks but NEITHER has a full picture on status or importance of the requirements. How can the project manager best resolve the problem?	B	Integrate the product backlog into the requirements specification and educate the software team on working with the new document.	Create a requirements traceability matrix by combining the product backlog with the requirements specification and define both documents as input.	Integrate the requirements specification into the product backlog and educate the electronics team on working with the new document.	Integrate the revised work packages and updated product backlog items into a new master WBS for progress tracking.		The requirements traceability matrix provides a simple, flexible but complete status view of requirements. Both product backlog and requirements specification are needed to ensure smooth continuity in each track.
193	840631	II.9	A marketing team is developing a new website for an existing product range. The team reads through some customer comments submitted on the current website: "Too much clicking!" "More and better please." "Make it easier" Which tool or technique should the marketing team use to identify the target audience's style preferences?	A	Focus groups	Brainstorming	Product analysis	Benchmarking		Focus groups bring together prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service, or result.
194	840701	II.9	A project has the following characteristics: - To determine what product should be created, a feasibility study was conducted. - A change request was approved to develop another product that contradicts the original requirements. - Data analysis was conducted before the change request was approved. Which action should the project manager take?	A	Execute the change request.	Decline the change request.	Ask for a detailed report of the data analysis.	Ask for a feasibility study of the new product.		Approved change requests can require new or revised cost estimates, activity sequences, schedule dates, resource requirements, and/or analysis of risk response alternatives. These changes can require adjustments to the project management plan and other project documents.
195	A00068	II.9	User test results for a prototype release are ready. The test users describe the kind of smoother experience they want, the many missing features they desire, and the ways the product could be more visually appealing. What conclusions can be drawn from the user's input?	C	The tests are irrelevant: the prototype design is NOT complete.	The tests were a failure: most of the features will need to be re-designed.	The tests were a success: the input will ensure a more targeted backlog.	The test results are unusable: the users did NOT understand the goals.		The objective of user tests is to provide the earliest possible input to adjust the product to user needs. Thus, a large amount of negative input is a success because it enables a large amount of improvement faster.
196	A00093	II.9	During estimating, the team is discussing an item in the backlog. It becomes clear that the item can be done in different ways, but the best way is NOT obvious. What should the team do to progress on this item?	C	Add ranked alternatives to the backlog.	Select the cheapest alternative to build.	Add a new spike item to the backlog.	Select the fastest alternative to build		The spike is correct because items should be sufficiently researched to determine the best way to deliver business value and phrase sufficiently detailed, testable stories.
197	A00090	II.9	The agile team is building a version of a smartphone shopping application suitable for older people. Marketing has not been able to find any volunteer test users fitting the profile. Which option would be most effective to ensure the best product value is delivered?	D	Examine evaluations of similar competitor products.	Ask older relatives about the price point they want.	Remove eyeglasses when testing the user interface.	Ask the product owner to run friendly tests with older relatives.		Agile favors obtaining direct and practical/actual user feedback over formal data collection processes or competitor analysis.
198	840610	II.10.	A customer contemplates adding new features to a project deliverable. Which mandatory step must a project manager take before a project team member can start working on these new features?	B	Verify requirements.	Ensure approval from the responsible individual identified in the project management plan.	Gain approval from the project sponsor.	Ensure key subject matter experts (SMEs) approve.		Every documented change request needs to be either approved, deferred, or rejected by a responsible individual, usually the project sponsor or project manager. The responsible individual will be identified in the project management plan or by the organizational procedures. When required, the Perform Integrated Change Control process includes a change control board (CCB), which is a formally chartered group responsible for reviewing, evaluating, approving, deferring, or rejecting changes to the project and for recording and communicating such decisions. Customer or sponsor approval may be required for certain change requests after CCB approval, unless they are part of the CCB.
199	840624	II.10.	A client's employee asks the project manager for an additional, new product feature during a status meeting. To which document should the project manager first refer to determine who has the authority to approve this request?	B	Change log	Change management plan	Responsible, accountable, consult, and inform (RACI) matrix	Change request document		The change management plan is a component of the project management plan that establishes the change control board, documents the extent of its authority, and describes how the change control system will be implemented.
200	840636	II.10.	A project is 50% completed. An essential project team member requests two (2) months leave for personal matters. What should the project manager do first?	C	Check with this team member to see if the leave can be postponed.	Discuss the issue with the functional manager and request a replacement.	Assess how the leave will impact the project.	Refer to the resource management plan.		The project manager first needs to understand what impact (if any) this absence will have on the project, before taking any action.

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201	840660	II.10.	A project sponsor asks the project manager to change production materials because these materials could cause health problems to consumers. Which step should the project manager take?	A	Follow the Perform Integrated Change Control process and thoroughly investigate the matter.	Immediately implement the change and submit a change request for formal documentation.	End the current work and enact the change control process.	Reject the change because the request is outside of scope.		You need to analyze and understand impacts of any change to the project before submitting the change to the change control board. A change control board relies on the project manager to provide all available information for effective decision making.
202	840661	II.10.	A team was in the execution stage of the project management plan when three (3) necessary changes were brought to their attention. The team members all have differing opinions regarding how to implement the changes. What should the project manager do?	B	Hold a meeting with the board and project sponsor to address the issue.	Confirm that all team members and stakeholders understand and follow the change management plan.	Organize a meeting with team members to review the issues and request changes where needed.	Ensure all requested changes are applied to the project and communicate directly with all team members.		The team and project manager must follow the documented and agreed-upon change management processes.
203	844521	II.10.	A project manager recently joined a new project with the following characteristics: - Tight deadlines - Global virtual team - Fixed budget During the planning stage, the project manager wants to avoid scope creep and keep the team focused on delivering a product that meets requirements. The project manager should ensure _____. (Fill in the blank with the correct response.)	A	that any changes to scope go through the formal approval process	that daily standups occur, with all development teams	that the development team leads generate detailed requirements	that stakeholders do NOT directly interact with the development team leads		Following the formal change control process is the best way to control unnecessary project changes.
204	840580	II.10.	The project sponsor requests that an element of a product will be swapped for the equivalent supplied by a local manufacturer in order to have a more sustainable supply chain. Which action should the project manager take?	B	Promptly implement the change and submit a change request for formal documentation.	Refer to the Perform Integrated Change Control process to examine the issue further.	Halt current production and initiate the Perform Integrated Change Control process.	Refuse to fulfil the request because it will lead to scope creep.		Submitting a change request starts the Perform Integrated Change Control process. Once the change request is submitted, the project manager and team analyze the impact of the change to the project and can verify whether an element in the product actually does lead to health issues in customers. Whatever it is, the issue or concern should be investigated first before taking action.
205	H00007	II.10.	A worldwide product launch will likely be delayed by the lengthy analysis needed to assess the impact of new European Union (EU) regulations. Perishable ingredients and factory bookings are at risk of being lost. The executive committee decides to postpone the launch in the EU but maintain launch dates in all non-EU countries. How should the project manager re-plan the project to support both launches?	D	Use the contingency budget to cover sunken costs for the EU launch and adjust plans for the non-EU launch.	Replan the project as a fully agile set of iterations and ensure that fixed milestones are documented on the burn-down chart.	Plan analysis activities and tollgates for the EU launch and crash the schedule for the non-EU launch.	Embed a set of iterations to analyze and develop the EU product, while adjusting plans for the non-EU launch.		Two (2) launch workstreams will need to run in parallel to avoid delay to the non-EU launch. Lack of known requirements makes it impossible to plan the EU launch with a predictive approach. Existing milestones must be maintained to avoid loss.
206	H00053	II.10.	A multi-year, hybrid pharmaceutical project adds new fixed-date activities for the team to run Machine Learning (ML) processing of medical scans. The output from the ML analysis is used by an agile team of doctors to determine next steps in a patient case. The project manager has updated the scope statement and schedule. In which three other documents should the project manager record this new process? (Choose THREE).	C,D,E	Stakeholder Register	Sprint Backlog	Definition of Ready	Risk Register	Resource Management Plan	The Definition of Ready is updated to ensure that the ML output triggers the agile team's analysis. The risk register is updated to plan for risks relating to adapting and learning new technology and ways of working. The resource management plan is updated because the machines running the ML routines are resources necessary to complete the work.
207	840613	II.11	A project's workload is increasing significantly, and the resource level is NOT sufficient. In response, management outsources some major tasks to keep the project on schedule. What should the project manager do in this scenario?	B	Review the communications management plan.	Revise the procurement management plan.	Escalate to the project sponsor.	Revise the organizational chart.		The procurement management plan needs to be updated, since it captures the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers. The key benefit of this process is determining whether to acquire goods and services from outside the project and, if so, what to acquire as well as how and when to acquire it.
208	840614	II.11	A textile development project needs a specialized resource to work for 900 hours. The company has decided to outsource these hours. Because of internal policies, all potential service providers must be given the same information about the requirements. Which action should the project manager take to ensure this?	B	Hold direct negotiations with each service provider.	Conduct a bidder conference with the service providers.	Ensure the procurement management plan is sent to each service provider.	Add each of the service providers to the stakeholder register.		A bidder conference is a meeting between the buyer and prospective service providers prior to proposal submittal. Conferences ensure that all prospective bidders have a clear and common understanding of the procurement, and NO bidders receive preferential treatment.

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209	840682	II.11	Because a deliverable does NOT meet the agreed-upon quality specifications, it is rejected by the customer. Team members find that the deliverable fails to meet expectations because of a problem with vendor-provided parts. The vendor says that they will NOT correct the problem. Before deciding on next steps, what should the project manager do?	B	Check the service level agreement (SLA) established with the vendor.	Review the procurement management plan and contract agreements.	Check the internal quality assurance reports.	Review the resource management plan and document lessons learned.		A contract is a mutually binding agreement that obligates the seller to provide the specified products, services, or results; obligates the buyer to compensate the seller; and represents a legal relationship that is subject to remedy in the courts.
210	840683	II.11	Near the end of a manufacturing project, several team members are transferred to another project. To complete the work, the project manager needs to acquire additional resource support from a new supplier but is concerned about the cost risk of using a new supplier at this advanced stage of the project. Now, the project manager needs to work with the procurement team to establish specifications and type of contract to be used. What should be done?	B	Recommend a time and material (TM) contract.	Recommend a fixed price incentive fee (FPIF) contract.	Recommend a cost plus incentive fee (CPIF) contract.	Recommend a firm fixed price (FFP) contract.		A fixed price incentive fee contract (FPIF) is a type of contract where the buyer pays the seller a set amount (as defined by the contract), and the seller can earn an additional amount if the seller meets defined performance criteria.
211	844801	II.11	A deliverable does NOT meet the agreed-upon quality specifications and is rejected by the customer. After investigation, the project team finds a fault with the vendor-provided parts. This fault caused the issue. The vendor says that they CANNOT correct the situation. What should the project manager review before deciding on next steps?	B	The service level agreement (SLA) established with the vendor	The procurement management plan and contract agreements	The internal quality assurance reports	The resource management plan		A contract is a mutually binding agreement that obligates the seller to provide the specified products, services, or results; obligates the buyer to compensate the seller; and represents a legal relationship that is subject to remedy in the courts.
212	H00011	II.12	A hybrid project combines IT integration and software development tasks. The predictive and agile teams seem to be working in silos, resulting in misaligned deliverable scheduling. Which two measures would most effectively enable the teams to better synchronize their deliveries? (Choose TWO).	C,E	Alter the story size to ensure more complete integration to the IT build requirements.	Use the IT predictive schedule to limit the features the software team starts to develop.	Create a common Kanban board to queue and track progress of both teams' deliverables.	Break down IT work packages into more granular tasks to align to the software releases.	Define common milestones and an overall dependency network to be used by both teams.	Common visibility of work in progress would enable better aligned work planning. Common milestones and dependency integration across the two tracks will promote synchronized delivery. The other approaches are wrong because story size should always be as low as possible; agile progress should NOT be reduced to match the predictive schedule, otherwise the project would have to be fully predictive; and the nature of a strictly sequential, predictive IT workflow is NOT compatible with software development needs.
213	840615	II.13	Company G has a goal of increasing customer satisfaction within four (4) months and initiates a project to meet this goal. The project manager needs to identify best practices. Which method should the project manager use to accomplish this?	A	Benchmarking	Emotional intelligence	Facilitation	Affinity diagram		Benchmarking should be used to identify best practices.
214	840630	II.13	A project manager begins to prepare the project management plan after receiving the project charter. There is currently NO historical information in the project management office (PMO). What next step should the project manager take in this scenario?	B	Utilize analogous estimating.	Seek advice from experts in the field.	Organize an initial kick-off call.	Request that the project sponsor provides input.		If NO historical information is available, then consulting with subject matter experts is the next best thing a project manager can do to prepare the project plan.
215	840746	II.13	Company P's IT transformation project has three (3) deliverables, and they have the following characteristics, according to the project team: - Deliverable 2 has strictly scheduled milestones, with no expected variation in the timeline. - Requirements for deliverables 1 and 3 will change quickly during development. Which project life cycle should the project manager use for this project?	D	Select a fully agile project model, with a common user story and three-week sprints.	Select a waterfall project model for deliverables, with firm milestones and change control procedures.	Select a hybrid project model; position deliverable 2 as a single agile sprint embedded in an overall waterfall project.	Select a hybrid project model; position deliverable 2 as a single waterfall phase embedded in an overall agile project.		In this project, two (2) deliverables have unknown durations or changing requirement sets—both of which are appropriate conditions for use of the agile life cycle. Deliverable 2 requires strict schedule control and external dependencies, which require a traditional or waterfall project life cycle.
216	A00099	II.13	A consultant has advised an IT director to use a development and operations (DevOps) approach to a migration project. The IT director wants to understand how the necessary speed can be achieved in a safe way. Which two examples could demonstrate how DevOps can reduce incidents and speed up deployment at the same time? {Choose TWO.}	B, E	Virtualization of all systems and software containers	Early collaboration between operations and development	Machine Learning-based development and deployment	Development testing at deployment sites before operations	Automation of operations and development	Development and operations collaboration (early and constant) and automation of both domains is at the heart of DevOps. Virtualization and machine learning are enablers of efficiency but NOT DevOps methods. Development testing on deployment sites is impractical and inefficient.

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217	A00031	II.13	An innovative product fails to satisfy targeted consumers despite significant investments in quality control and marketing campaigns. Which agile practice would best prevent future failures of this nature?	A	Run continuous consumer usability testing on product releases.	Align objectives between the product owner and marketing.	Broaden the persona type definition of the target consumer.	Add more features and tests to the minimum viable product (MVP).		Continuous user testing and feedback is the most effective way to align requirements to user needs and integrate them incrementally into product releases.
218	H00004	II.13	An emergency vaccine roll-out project should be deployed to vaccination centers as soon as confirmed locations are booked. Factors such as delayed batch shipments, safety protocols, and target age groups may block the deployment at the last minute. However, the deployment process does NOT vary after passing the tollgate to begin setup at a new location. Which project approach would best support the goal to maximize the number of centers deployed?	C	A fully predictive life cycle where each center deployment is a phase subject to dependencies.	A set of agile deployment iterations embedded in a predictive set of processes.	A set of predictive deployment sequences embedded in a set of agile processes.	A fully agile life cycle where dependencies and deployments are combined in each iteration.		A predictive approach within agile processes is correct because the deployments follow an unchanging sequence. Maximizing deployments would require handling as many parallel deployments as possible given a set of changing conditions processed in an agile way.
219	H00006	II.13	A project to start building an ecology-focused resort complex is planned, and the contract is ready for signature. The client now asks the prime contractor to suspend planned development work on a parcel of land while the team runs a consumer study—the team needs to know what kind of structures to build on the parcel. What should the prime contractor do to quickly close the deal, given the new client requirements?	A	Subtract the parcel development work from the quoted price and plan the parcel development as agile iterations paid based on time and materials.	Add a risk premium to the agreed price of the full works and add a clause to renegotiate the new scope when it is fully defined.	Raise a change request to examine the impact on scope and price and close the deal when all information is available.	Exclude all work on the parcel from the project plan and pricing and propose a separate contract when the scope becomes clear.		Iterations based on time and materials is the best approach, because it enables the team to expand the project without delaying the project start. The agile iterations can act as placeholders for an unknown volume of work.
220	H00012	II.13	A new wildlife reserve project will have a staff of approximately 80 experts, builders, and logistics workers with exposure to various safety risks. The project manager wants a scalable approach combining flexibility and team dynamics with traditional safeguards. Which option could be used to tailor a hybrid project of this nature?	A	Crystal Methods	eXtreme Programming (XP)	Behavior-Driven Development	Monte Carlo Simulation		Other than XP, which is NOT scalable, Crystal Methods is the only option defined as a hybrid tailoring methodology.
221	H00050	II.13	In a hybrid product design project, the team encounters a 3D printer malfunction resulting in costly losses of titanium supplies. When the production team tells the agile programming team about the problem, it becomes clear that mistranslated data sheets created problems for both teams. However, the agile team resolved their problems a month before the malfunction. What could the agile team have done to prevent the current malfunction?	C	Deprioritized the stories impacted by information in the data sheets	Asked the project sponsor to halt the project pending translation corrections	Summarized their retrospective conclusions on information radiators	Formally requested a change of equipment supplier for the project		The root problem is that impactful information in the agile team was NOT passed to the predictive team in time to prevent the malfunction. Broadcasting retrospective lessons learned is the best way to reach the broadest group in a timely way.
222	H00014	II.13	A medical equipment vendor is running a hybrid project which includes some custom software development by an agile team. The team progress is good, but slow customer approval causes unnecessary delays. The customer insists that approval can only be given after repeating all the test cases in the target environment. How can the project manager accelerate the approvals and build customer trust at the same time?	C	Invite the customer to send representatives to witness the team's testing to pre-approve the tests.	Work out an arrangement with the customer to defer as many tests as possible to the final release.	Propose new terms for team members to work aside the customer testers to run tests in their environment.	Allow the team to progress at their pace while the customer continues to test and approve earlier builds.		Agile seeks to maximize transparency between supplier and customer as well as optimizing to remove unnecessary work. Combining teams to remove work duplication is the best option. Witnessing only would NOT remove duplicated work; deferring tests is always bad practice because defects are NOT detected at the earliest possible point; and unsynchronized progression between the teams would potentially cause rework if defects are found.
223	H00038	II.13	An organizational change program has met with internal resistance, a risk which was previously identified. A logistics manager is particularly affected, due to reduction of the team size and the rate of change driven by an agile planning of the predictive implementation. The manager's supervisor formally requests the change program to delay implementation for the logistics team. What should the project manager do next in response to this request?	D	Work with the program sponsor to re-prioritize the program backlog sequence.	Request that the sponsor escalate the strategic issue to the executive committee.	Perform root-cause analysis on the key factors causing the manager's resistance.	Review the risk register and implement the relevant risk response for the case.		Stakeholder resistance was anticipated and multiple risk responses are likely to exist, so reviewing the risk register is the correct response. Agile planning would enable frequent retrospectives to refine the risk responses, which could be more flexible than a fully predictive response.
224	840635	II.15	A project team collected sensitive client data during the early stages of a project to help develop the project management plan. The team is now working on deliverables for the project when the compliance manager discovers a data breach and alerts the team to a compliance issue. Which document should the project manager review first?	B	Statement of work (SOW)	Issue log	Business case	Risk register		After a new compliance issue is raised, the issue log should be reviewed and updated, as needed, prior to taking action.

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225	840684	II.15	The team working on Project A has resolved a technical issue, and the project is moving forward. The project manager has been warned that the same issue will probably arise on similar projects in the future. What should the project manager do first when responding to this warning?	A	Ensure that the issue log is updated and update the lessons learned register.	Create a risk report and keep the report current.	Notify the project sponsor about the warning.	Ensure that the lessons learned register is updated.		Update the issue log to reflect resolution of the issue. Then update lessons learned register about potential risks for future projects.
226	845000	II.15	While reviewing the issue log, the project manager notices that tasks assigned to two (2) team members are quite a bit behind schedule. What should the project manager do?	D	Notify the responsible team members of the need to complete the overdue tasks quickly in order to avoid introducing extra project risks.	Document the issue, escalate to the project sponsor, and ask how they would like it resolved.	Tell the team members who are behind schedule that they should explain why tasks were delayed and how they will get back on schedule.	Work with the relevant team members to review the delayed tasks and decide on strategies for resolution.		The project manager needs to be proactive and review the activities with the team members and identify resolution strategies.
227	840742	II.17	Project team members are busier than usual. They indicate that they do NOT have the time to update the lessons learned repository because of other project responsibilities. How should the project manager respond?	B	Require submission of lessons learned documentation after each project deliverable is accepted by the customer.	Ensure there is an agenda item for discussion of lessons learned from project activities as part of all project meetings.	File a change request to the project management office (PMO) to change how often lessons learned is collected.	Bring in a consultant to assist with collecting lessons learned to help reduce the burden on project team.		The lessons learned repository must be present throughout the project, using different facilitating techniques.
228	840676	II.17	A large project includes functional groups in four (4) countries, a steering committee, and a project sponsor. As the project approaches completion, the project manager must prepare the closeout documents. How should the project manager obtain appropriate signoff on the acceptance of project deliverables?	A	The project sponsor should be asked to sign off.	The steering committee should be asked to sign off.	The four managers from the four countries should be asked to sign off.	All of the parties involved should be asked to sign off.		Since the sponsor provided the resources for the project, it is their responsibility to officially sign off on the project deliverables.
229	840776	II.17	After six (6) iterations, significant variations have occurred to project scope and schedule. These are due to the customer's technology regulations and security policies, which are regularly reviewed. The project manager suggests taking a new approach to the next iteration to avoid possible delays. What should the project manager do first?	A	Rank the importance of each improvement item, then implement actions identified during the last retrospective.	Engage in a cost-benefit analysis that can help predict the profits that could be realized through the use of new technology for the next phase.	Research new technology trends and management tools that have been successful on similar projects.	Use a backlog refinement meeting and include the customer's change requests in the discussion.		The retrospective is used to review lessons learned and suggest corrective actions for the next iterations.
230	840612	II.17	A project manager has completed the following steps: - Finished a major IT deployment project - Confirmed with the release manager that all systems are working - Confirmed that functionality has been verified by the quality assurance team - Informed the customer Which next step should the project manager take?	A	Add the lessons learned to the organization knowledge base.	Update the risk register, stakeholders, and team members.	Ensure that the procurement plan is closed out.	Review, verify, and complete the release documentation.		During project close out, lessons learned and knowledge gained throughout the project are transferred to the lessons learned repository for use by future projects.
231	840625	II.17	Review the following steps. 1. A project has been successfully delivered. 2. The project manager is executing formal closure. 3. _____. What is step 3?	B	The project manager should update the bid documents.	The project manager should obtain stakeholder acceptance.	The project manager should reassign the project team.	The project manager should reallocate the unused funds.		Accepted deliverables that were formally signed off by the customer or sponsor during scope validation are then forwarded to the Close Project or Phase process. Formal documentation is then signed by the customer or sponsor acknowledging final acceptance of the project's deliverables.
232	840626	II.17	Review the following project characteristics: - The project is in the initiation phase. - Due to lack of funding, the project is terminated. - The project manager must close the project. What is the first action the project manager should take?	B	Rely on the communications management plan to properly inform all stakeholders.	Examine the organization's project closure guidelines.	Determine the potential impact of terminating the project by performing a risk analysis.	Close all project procurement processes.		Project closure guidelines or requirements will contain the organization's procedures to follow.
233	840662	II.17	After a project ends, the project manager and project team members are still being asked to do the following: - Evaluate new requirements - Make minor modifications - Solve technical issues The project manager wants to ensure the product or service developed by the project now has operational support. What should the project manager do?	A	Complete the hand-off of the project.	Review the acceptance criteria and get acceptance.	Formally disband the project team and find a new project.	Continue to fulfil the requests as the product is still being developed.		Project closure and hand-off will ensure knowledge transfer to production and/or operations.

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234	840695	II.17	Project team members are spending a lot of time helping maintenance and operations staff with a recently commissioned project component. The project manager needs to validate that the component was signed off and ownership transferred. Which three (3) documents should the project manager use for this decision?	D	Final report, organizational process assets updates, and procurement agreements	Procurement agreements, project document updates, and organizational process assets updates	Procurement agreements, stakeholder engagement plan, and organizational process assets updates	Final report, project document updates, and organizational process assets updates		When closing the project, the project manager reviews the project management plan to ensure that all project work is completed and that the project has met its objectives. The project documents are updated accordingly. In this case, those documents are the final report, project document updates, and organizational process assets updates.
235	844595	II.17	A project is completed, but the project manager and project team members are being asked to do the following: - Troubleshoot and resolve technical issues - Evaluate new requirements - Make minor adjustments The project manager needs to ensure that the product developed by the project now has operational support. What should the project manager do?	D	Since the product is still under development, continue to fulfil the requests.	Procure project acceptance.	Contact the project team, dismiss them from the project, and find a new project.	Execute the project hand-off.		In the Close Project or Phase process, the project team formally transitions the final product, service, or result to the production support team. The receiving group signs documentation, agreeing to accept the final product, service, or result. Once signed, the owner is responsible for changes, adjustments and resolving technical issues.
236	A00032	II.17	At the end of an agile project, all stories are completed on schedule and all tests passed, but the customer does NOT consider the product a success. Which is the most effective way to prevent this outcome in future projects?	C	Ensure that the product vision is approved by the customer before developing the backlog.	Agree with the customer on success criteria to be included in the Definition of Done.	Collect customer feedback on incremental release demos and user tests.	Ensure that the test plan includes non-functional requirements in the backlog.		Continuous and incremental customer/user feedback is the best way to ensure that the product addresses identified and non-identified needs throughout its development.
237	H00047	II.17	An energy infrastructure vendor is delivering a complex solution proof of concept to a new strategic customer. The predictive project should be completed in 10 weeks, but there will be a long list of outstanding items, and some are dependent on external events with uncertain scheduling. How should the project manager handle the outstanding items?	B	Transfer the outstanding items to the next project with the customer.	Plan five agile iterations to complete the tasks as soon as conditions allow.	Descope the outstanding tasks and remove them from the invoice.	Add resources and crash the schedule to complete outstanding tasks.		Five (5) sprints can cover the ten (10) week window, and flexibility gives the best chance to complete work in an ad-hoc manner.
238	840647	III.1	A project has the following characteristics: - It is in the execution stage. - A new law requires immediate compliance. - This law will impact the project's scope, schedule, and cost. What are three possible actions to ensure compliance? (Choose THREE).	C,D,E	Initiate avoidance of the risk.	Ensure the project management plan is updated.	Escalate the issue to senior management.	Update the issue log.	Begin the change request process.	Since compliance is mandatory and it impacts scope, schedule, and cost, a change request needs to be submitted. Other possible actions are updating the issue log and escalating the issue to senior management to find a timely workaround, which could eventually be resolved as a change. Because compliance is required by law, the risk CANNOT be avoided. At this stage, updating the project management plan is NOT a corrective action.
239	840697	III.1	A new law is expected within the next six (6) months that will affect a business' product line. The next product is launching and should be completed within three (3) months. Unfortunately, the new product will NOT meet the requirements of the proposed law. How should the project manager respond to this potential problem?	A	Schedule a meeting with the sponsor and key stakeholders to discuss risks. Then, using the results of the meeting, revise the assumption log and project charter.	Revise the risk management plan. Then, move ahead with planning the project.	Move ahead with the project, following the plan. Then ensure on-time completion, so that the product will NOT be affected by any possible rule change.	Schedule a meeting with the sponsor and key stakeholders to warn them about the law. Then advise them to cancel the project until the legislation is finalized.		This new law can have a profound effect on the project. It will certainly lead to new potential risks, new assumptions, and a possible charter change.
240	840761	III.1	Project N is a business merger in a highly regulated industry. The project sponsor and a high-level executive have asked for changes that appear to disregard legal requirements. What should be the first step in the project manager's response?	C	Immediately schedule a meeting with the stakeholders to review the situation.	Send the change control board (CCB) a change request.	Check with the organization's relevant legal practitioner for guidance	Review the organization's lessons learned database for precedents and direction.		Checking with your trusted legal representative is the best first step before going to the CCB, because the project is in a highly regulated industry.
241	840773	III.1	A project manager needs to ensure that all data security requirements are covered during a data warehouse development project's execution phase. Each of the databases created during different project phases will have a specific data security policy to comply with governmental data security laws. How should the project manager plan to meet these requirements?	B	Plan a database development specification, then regularly check to ensure the work aligns with the specification.	Arrange for review of the data security status on a quarterly basis, and recommend remedial steps if noncompliance is found.	Tell the database developer to submit documentation of data security items and the steps they need to take to correct items that do NOT meet specifications.	Add a quality assurance specialist resource to the project team, who will be responsible for monitoring the data security quality of the project.		Clearly documenting how key requirements have been met is a great way to ensure quality and identify any gaps that need to be addressed.
242	840778	III.1	A project team learns about a new compliance requirement from an international entity that may impact the baseline business case for the project. They learn this right after the project charter is completed and the project sponsor has signed. How should the project manager proceed?	A	Research the requirement and possible consequences, then give the sponsor a recommendation.	Address the requirement through the creation of a quality management plan.	Ignore the issue, as the new requirement is NOT part of the project's documented scope.	Ensure that the requirement is documented in the risk register, then ask for further guidance from all stakeholders.		The context of this scenario requires the project manager to influence the organization (sponsor) and recommend next steps after reviewing and understanding compliance requirements and consequences.

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243	H00021	III.1	A Canadian start-up company announces to the press its imminent launch in the European Union (EU) and Latin America. Soon afterward, the compliance team recommends delaying the launch by six (6) months to avoid substantial penalties related to a new set of EU regulations. Which approach could the project manager take to advance the launch project while preparing the compliance measures?	D	Run a SWOT analysis to weigh priorities between compliance and consumer needs, and resume project if the result favors consumers.	Estimate impact of penalties on the project, increase the contingency reserve accordingly and resume project as planned.	Replan the predictive project as a Large-Scale Scrum life cycle, and use story points to estimate approval milestones.	Split work affected by the regulations into an agile track and replan unaffected work in the predictive schedule.		The agile track is correct because a launch project would include time-sensitive milestones, thus the work is more suited to waterfall. However, the compliance work should run concurrently with gathering more information to support the launch.
244	H00048	III.1	Two (2) months into a three (3)-year mobile telecom roll-out, the project manager discovers that approximately fifteen percent (15%) of the equipment is prohibited for delivery because of an embargo. The procurement contract does NOT cover the embargo case, but the company could incur severe penalties for incomplete delivery. What is the appropriate solution for the situation?	A	Add an agile track to explore and plan delivery of alternative equipment.	Explore insurance and contingency options to cover the cost of the risk.	Compare the penalty costs of delivering or not delivering and choose the lower one.	Accept the client's penalties, close the project, and cease business in the country.		The project has contractually committed to deliver infrastructure to the customer. Failure to account for the embargo is the fault of the vendor, NOT the client. Adding an agile track is the only choice which can fulfil the committed deliverables. Accepting penalties without attempting to fulfil commitments is bad business practice; adding layers of insurance or contingency to mitigate risk will lead to further cost penalties.
245	A00092	III.1	The legal team informs the product owner that another company owns a patent for an innovation used in the agile team's product, which is now 75% complete. What should the product owner do to determine the appropriate way forward?	B	Work with the legal department to find markets where the patent is NOT registered.	Perform marginal economics analysis and identify minimum releasable features.	Terminate the project immediately to prevent any further sunken costs.	Continue work on the product after removing the patented component.		A foundational assumption to release the product has become a "show-stopper". Marginal economic analysis determines if there is a viable way forward. Identifying minimal releasable features can mitigate the economic loss.
246	H00037	III.1	A new regulation requires consumer warnings on labels, but a company's product package is too small to fit the additional information. The regulatory specification does NOT provide a solution, so the agile team decides to solve the problem by displaying the information on a fold-out flap. The start of mass production of the new labels, the project's next milestone, is scheduled to begin in five days. What should the agile team do next?	B	Update the sprint backlog to reflect the additional product label requirement.	Contact the compliance team to determine validity of the selected format.	Develop a prototype and submit it to the label manufacturer for approval.	Develop a prototype and submit it to the label manufacturer for approval.		Without validating compliance of the solution before developing it, the team would waste effort at best, and at worst, put the organization at risk of non-compliance penalties. NOT initially seeking approval from the steering committee is in line with agile practices of communicating directly between units rather than through management layers.
247	840656	III.2	A project manager leaves the company and is replaced. The new project manager is excited to start guiding the team toward project success. What should the new project manager do first?	A	Review the project charter to identify goals and deliverables.	Review the project diary and look for notes made by the former project manager.	Modify the project schedule, adding a new activity related to the knowledge transfer process.	Revisit the project budget and schedule to determine if extra time is required.		The project charter is one of the most important project documents. It defines many aspects of the project which are critical to the new project manager's understanding of the project strategy, as well as the tactical execution. Any actions taken before reading the official project charter will NOT be informed with this critical information.
248	840657	III.2	A project manager receives the following for a new project: - Assumptions - Restrictions - Preliminary scope After receiving this information, what should the project manager do first?	A	Review and understand the business case and project goals.	Put together the project team and assign project tasks.	Build the project schedule and determine the critical path.	Ensure project charter approval is obtained from the sponsor.		The business case and project goals need to be understood first before a charter can be written. Building a team and a schedule come later in the process.
249	840673	III.2	A week prior to the project kick-off call, a project manager meets with a key project resource to gain a deeper understanding of the complexity of the project deliverables. The resource expresses concern and worry regarding the deliverables. How can the project manager ensure that the deliverables are realistic?	A	Perform a feasibility study, and then assess the results.	Discuss the resource's concerns with the sponsor, and modify the project charter.	Note the concerns in the issue log to review at a later date.	Identify threats and preventive actions by conducting a risk assessment.		To ensure that the deliverables are realistic, the project manager needs to conduct a feasibility study and then evaluate the results. NONE of the other choices will ensure realistic deliverables.
250	844631	III.2	A key project resource is discussing the complexity of project deliverables with the project manager two (2) weeks before the kick-off call. The resource expresses nervousness and concern regarding the deliverables. The project manager wants to ensure that the deliverables are realistic. What is the appropriate action to take?	A	Implement a feasibility study, and then assess and review the results.	Hold a meeting with the project sponsor to discuss the resource's concerns and revise the project charter.	Ensure that the concerns are documented in the issue log for later review.	Start to identify threats and preventive actions by performing a risk assessment.		The feasibility study will support the business case to begin a new project.
251	844756	III.2	During user testing, a client agrees to the final product. One day later, the client indicates that the final product MAY NOT be acceptable. What should be the project manager's first step for resolving this issue?	A	Discuss concerns with the client and consult the project's acceptance criteria.	Review the project's quality management plan.	Review the project's requirements documentation.	Refer to the project charter and lessons learned register.		The client says the final product MAY NOT be acceptable, so, the project manager should review the acceptance criteria with the client to see if anything was missed and to get an understanding of why the client thinks the product MAY NOT be acceptable. Satisfying all acceptance criteria implies the needs of the stakeholder have been met.

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252	A00077	III.2	A new product development project is to be initiated in a difficult business context. Competition is driving prices down, and supply costs are rising. Why would an agile incremental project approach be the safest choice in this context?	B	It ensures that the project can be cancelled at any time without loss.	It accelerates delivery of business value and minimizes risk of irrelevancy.	It reduces the team size and eliminates communication bottlenecks.	It provides stringent methods to reduce cost of quality and conformity.		Accelerated business value and better targeting are results of incremental deliveries because smaller releases can go to market faster and benefit from earlier user input.
253	A00024	III.2	The marketing director is displeased that the agile innovation team is producing too many novelty products with too little business value. Which two approaches should the project manager take to correct the team's approach? (Choose TWO).	A,D	Work with the product owners to tighten value criteria in the Definition of Ready.	Ask the team to take a training course on direct response marketing.	Increase the story sizes to integrate more valuable features.	Survey end users and integrate resulting value rank into the product backlog.	Add a process so the marketing director can approve each story.	The Definition of Ready and user value ranking in the backlog address the root problem, which is that the team is NOT focusing on value.
254	A00025	III.2	An agile innovation team is highly productive. However, the Head of Operations informs the product owner that the company is NOT getting sustainable return on investment from the team's work. How should the product owner address the problem?	C	Define a minimum viable product (MVP) with the team and prioritize relevant backlog items.	Reduce the number of team members as necessary to guarantee a positive return on investment.	Identify minimum marketable features (MMF) and prioritize relevant backlog items.	Work with the project manager to run a retrospective and perform project cancellation.		Frequent release of smaller incremental products is the fastest way to get return on investment. MMFs are ready for public launch, whereas MVPs are releases that are just able to function. Reducing the team would NOT enable acceleration of value, as is required in this case.
255	A00064	III.2	The success of an ongoing agile project is measured as follows: 2-week Sprint / Stories Planned / Stories Completed / Earned Value / Earned Value 1 15 10 450K 300K 2 20 18 600K 540K 3 20 25 800K 1000K 4 22 25 1100K 1250K What two (2) conclusions can be drawn from these figures? (Choose TWO).	C,E	The team worked less efficiently over time.	The team kept a steady rate of efficiency.	The backlog was NOT prioritized for time to value.	The backlog was prioritized for time to value.	The team worked more efficiently over time.	The table shows that value increases over time (meaning late time to value) when dividing planned value/storied planned. The SPI above 1 (stories completed/stories planned) shows that the team completed more stories faster over time.
256	A00034	III.3	A company is losing market share to disruptive competitors with new business models. A cross-functional agile team has been formed to recommend ways to recover market share. How can the team increase their chance of producing successful recommendations?	D	Gain a deep understanding of why customers are disappointed by the company's products.	Focus on enabling profitable delivery of unique, high-quality, and innovative products.	Understand how the competitors' business models can reach more consumers at a lower cost.	Focus on understanding the value consumers seek and the value competitors offer.		The first principle of the Agile Manifesto focuses on value: "Our highest priority is to satisfy the customer through early and continuous delivery of valuable software." Markets are driven by the value consumers attribute to the offerings. The team needs to focus on understanding the value consumers seek and the value competitors offer in order to product successful recommendations.
257	A00074	III.3	Over the past six months, the development cost per story has risen by more than 250% due to a faulty platform which is NO longer supported. The product vision highlights unique features of the platform as a pre-requisite for the product. What should the project manager do to determine next steps?	D	Cancel the project due to exceeding the budget constraint.	Ask the product owner to select an alternative platform.	Cancel the project as the product vision CANNOT be fulfilled.	Run what-if cost impact scenarios with the product owner.		Foundational assumptions for the product can no longer be fulfilled in an economically sustainable way. The product owner will need analysis of the possible scenarios to determine if the project can be continued.
258	A00086	III.3	The agile team will take over from another supplier to maintain a client's website. The team notices that recent browser changes imply that most of the website's existing content would now require users to install a plug-in. How should the agile team move forward?	A	Inform the client and propose an impact analysis.	Update all pre-existing code to remove plug-in dependencies.	Inform the client about the previous supplier's negligence.	Deliver the code updates as defined in the contract		In this case, the client needs to be aware of the impact of the recent plug-in issue on business and costs.
259	H00022	III.3	The quarterly results show that competitors are driving prices down. The company is losing market share and midway into a product development project, it appears the sponsoring unit is not likely to get return on their investment. Which two actions should the project manager take to adapt the project to these new conditions? (Choose TWO).	C, E	Incrementally replace local staff with outside expert staff who can work at half the hourly rate or less.	Re-scope the project to deliver the same features as the competitors to match their pricing.	Make a cost/benefit analysis of deliverables to optimize delivery cost and speed.	Fast-track the remainder of the project to deliver the intended scope with lower overhead costs.	Create an agile track to incrementally maximize value within a fixed budget.	Cost/benefit analysis and fixed-budget incremental development are correct because they address the loss of profitability without disruption to business.
260	H00052	III.3	A pharmaceutical project includes an agile team of doctors who analyze human tissue scans from drug trial patients. The CEO wants to leverage Machine Learning (ML) technology, because it is proven to be faster and more accurate than doctors in scan analysis. How should the product owner proceed in response to the CEO's wish?	B	Record the risk in the register and plan for discussing a response in the retrospective.	Work with the team to plan how to use the ML resources and produce a business case.	Anticipate a negative response from the team and be ready to persuade them that their time and skill will be better spent elsewhere.	Ask the team to produce a SWOT analysis supporting human-based validation.		The project owner works for the business and supports the CEO decision. ML is an accelerative tool, NOT a replacement for experts. Working with the team to plan their new ways of working and using a business case to support the decision is in the company's and team's best interests. Though you should use emotional intelligence to help the team realize the next step, focus on how the team can be involved, NOT on another, unknown future.

	A	B	C	D	E	F	G	H	I	J
261	A00071	III.4	As part of an organizational change program, an experienced project manager with agile experience and certification is hired by a company with a strong predictive culture. Which two actions can the project manager take to start helping the company adopt agile methodologies? (Choose TWO.)	C,E	Ensure that the MoSCoW method is used to write all project requirements.	Analyze all planned projects to pick the appropriate agile model.	Show stakeholders how agile can increase quality and decrease risk.	Train project teams to be more self-reliant and cross-functional.	Identify opportunities for incremental business value delivery.	Agile adoption is enabled through communicating and demonstrating its benefits.
262	A00097	III.4	An agile team needs to decide who should represent them in the Scrum of Scrums. Which option should be used to select the best-suited team member?	B	Scrum	DevOps	eXtreme Programming	CI/CD		DevOps is designed to eliminate the potential impediments and gaps that cause incidents in the cycle of development, deployment and use of software and IT resources. CI/CD is included within DevOps and therefore CI/CD alone would NOT address as many problems. XP and Scrum would NOT address coordination with operations.
263	H00401	II.15 Manage project issues I.3 Support team performance I.4 Empower team members and stakeholders	A project manager for a major annual international sporting event is reviewing data collected after the second of six planned project phases and sees that the team is performing poorly. The project uses a hybrid management model, with a project manager and decentralized decision-making at the team level. The project manager learns that several critical elements are behind schedule, and some delivered services are not operating correctly, resulting in rework and more delays. Also, team members might be enjoying working with the sports teams and being in the media spotlight a bit too much. What should the project manager do?	B	Continue to allow the team to make decisions and self-organize around work.	Review performance data and reinforce project goals with the team at the soonest opportunity.	Log the performance issues in the issue log and assign team members to identify and execute solutions.	Coach team members about prioritizing work over having fun.		Some real warning signs are present in this scenario—delays, rework, poor quality, and the team's distracted work ethic. Though it is early in the project time line, these problems could worsen or compound. Coaching or doing nothing are risky decisions. It is time to intervene in a way that still enables the team to make decisions. Option B, in which the project manager meets with the team to review performance data and reinforce project goals, still empowers the team to take action to correct mistakes and get the project back on track. Logging the issues in the issue log would also be appropriate; however, taking the team's empowerment away by assigning team members is not the best decision.
264	H00402	I.12 Define team ground rules	A large project team for a major annual event is reforming with all the same team members. To prepare for the preliminary meeting with the team, the newly assigned project manager reviews the lessons learned repository and sees this highlighted comment: "Team members were distracted at the live matches. The team leads were ineffective at redirecting team member effort." How should the project manager approach this situation?	C	Replace the team leads from the previous year with stronger, experienced team leads.	Coach the team members from the previous year about professionalism at the live matches.	Establish clearer ground rules with the team and team leads, including disciplinary actions for breaches.	Implement appropriate behavior guidelines and penalties for team members at live matches.		This team needs improved ground rules. The project manager should recognize that the team's behavior may not change unless something forces it to change--and establishing clearer ground rules can do this. Because the project manager is new, coaching team members about past behavior will seem theoretical; the team leads need to be coached as well! Deselecting team leads or implementing guidelines and penalties seems too heavy-handed for a new project manager. The goal is to create a positive dynamic with this new team so they do not make the same mistakes again.
265	H00403	I.5 Ensure team members and stakeholders are adequately trained I.13 Mentor relevant stakeholders I.1 Manage conflict	To prepare for this year's major international sporting event which will be broadcasted live on every continent, the project manager arranges professional media training for key members of the project team and stakeholders. Stakeholder A, who is outspoken and extremely active in the media, is not taking the training class seriously. The facilitator reports the issue by email, stating "I can't work with this trainee anymore!" What should the project manager do?	D	Continue the training and log the issue with stakeholder A.	Attend the next session to confirm the facilitator's reported issue.	Coach stakeholder A about their attitude and redo their training.	Meet with stakeholder A to determine how to better meet their training needs.		Each stakeholder has different needs. In terms of training, this guideline is no exception, and a project manager must approach this situation with objectivity. Stakeholder A may need more or less training than the others, or a different kind of training. Because the facilitator already seems to have formed a negative opinion of stakeholder A, their relationship might be damaged. Start by prioritizing your stakeholder to understand their needs, even if they are behaving in a difficult way.

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266	H00404	II.8 Plan and manage scope II.14 Establish (understand) project governance structure I.9 Collaborate with stakeholders II.13 Determine appropriate project management approach II.1 Execute the project with urgency to deliver business value III.3 Evaluate and deliver project benefits and value	A project to build houses is halfway complete and is meeting projected budget and schedule metrics for phase 1. The project manager receives news that the project will only receive 40% of the funding committed for phase 2, but all the houses must be completed. In collaboration with stakeholders, the project manager develops three possible ways forward, which are summarized as follows: **Stakeholder A**: Revise the scope because the financial situation could worsen. **Stakeholder B:** Use to an incremental development approach to complete the foundation work on the remaining units and seek new finance options. I have a few leads already! We can add this work as a new phase 3. **Stakeholder C:** We should choose the least risky option. Using the given stakeholder power/influence grid and the summaries, which action should the project manager take?	C	Follow stakeholder B's suggestion because this is the most important stakeholder.	Follow stakeholder A's suggestion because it is the least risky.	Examine the options given by stakeholders B and C alongside the business's strategic goals and value needs.	Conduct a risk analysis of the options given by stakeholders A and B.		The project manager's role is to collaborate with stakeholders to ensure positive project outcomes. In this case, the project manager needs to deliver the value (completed houses) and balance risk, as the stakeholders A and C have indicated. Stakeholder C's input does not show a way forward, though it indicates the importance of risk management. The options given by stakeholders B and C should be examined alongside the business goals and value delivery requirements. Stakeholder B has the greatest power and influence, as indicated by their placement in the upper-right quadrant of the stakeholder matrix. However, that does not mean that this opinion should automatically be given the highest priority. Stakeholder C's place marker indicates a greater degree of power than that of stakeholder A, so choosing the least risky option is more important than what stakeholder A suggests. In fact, stakeholder A's suggestion may hold great risk, finishing all the houses with 40% of the needed budget.
267	X00405	II.6 Plan and manage schedule II.8 Plan and manage scope II.3 Assess and manage risks II.13 Determine appropriate project methods II.14 Establish (understand) project governance structure	A pen manufacturing company needs to deliver 90,000 customized units to a valued customer in 8 weeks. The vendor that will perform the customization is new, but they have agreed to a 2-week time line for their work. The project manager tailors the schedule of this project as follows: <table><tr><td>Phase</td><td>Work/Activity</td><td>Duration</td></tr><tr><td>1</td><td>Manufacture shells</td><td>2 weeks</td></tr><tr><td>2 (external)</td><td>Customize shells</td><td>2 weeks</td></tr><tr><td>3</td><td>Assemble units</td><td>2 weeks</td></tr><tr><td>4</td><td>Package and deliver units</td><td>2 weeks</td></tr></table> In which two ways could the project manager tailor this project to reduce risk and ensure prompt delivery of the units? (Choose two)	C, E	Add a schedule contingency of 1 week and notify the customer.	Prepare to crash the schedule in case phase 2 runs past the projected duration.	Monitor closely and add a checkpoint during phase 2 to check whether the vendor is progressing on time.	Add a penalty for late delivery to the new vendor's contract.	Agree on acceptance criteria for work in each of the four phases.	This question asks which actions would reduce risk and ensure prompt delivery. This project manager is working with a new vendor, which introduces risks related to performance, quality, and time. Working closely with the vendor and adding a governance checkpoint during the vendor's work interval can reduce risk and ensure prompt delivery. Using a definition of done (DoD) to ensure the quality of the work at each phase applies mutually agreed quality milestones to the schedule. Adding time to the schedule is not an ideal way to treat a longtime customer, as this changes the terms of the delivery. Crashing the schedule introduces much risk, so this is not a good option. Finally, adding a penalty to the new vendor's contract will not accomplish the objective of reducing risk; in fact, it may add risk by rushing the vendor to complete the work.
268	X00406	II.8 Plan and manage scope II.13 Determine appropriate project methodology/ methods and practices	Owners of a small luxury travel magazine want to expand their services to provide bookings for readers' dream holidays. They commit 15% of the company's annual profit over 3 years to develop and launch the service. The company creates a high-level vision statement and objectives and key results (OKRs), which they hand over to a consulting company. Which approach and initial scope decision is suitable for this project to begin work?	D	The company should use the OKRs to define the scope statement and the consultants can create a product roadmap	The company should decide on a fixed project scope and time line for delivery and then inform the consultants	The consultants should create a project management plan with a defined scope and scope baseline using the information provided by the company	The consultants should create an initial flexible scope and use progressive elaboration based on an agreed time line		Essentially, this question asks you to understand how well the scope of this project seems to be defined at this point and which approach may benefit this type of project the most. In this scenario, the company has a high-level vision for the result and no project management expertise. So, while defining an initial scope is possible, a scope statement is not because they lack the expertise. Furthermore, a flexible rather than fixed scope is suitable because the project goals are still undefined—they are still forming ideas. The answer needs to acknowledge the role of the hired consultants as the project management experts. While OKRs are useful tools for businesses and project professionals for seeing the bigger picture—the goals of the project and measurable key results for objectives—beginning work based on these and a product roadmap created by consultants is risky.

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269	X00407	II.13 Determine appropriate project methodology/ methods and practices	A project management office (PMO) is meeting about the next set of internal projects in the company. A facilitator writes the list on the whiteboard and the group makes some notes. Project / Notes table: 1 Improve order processing and delivery times — Figure out what is going wrong and fix it. Stakeholders affected negatively. 2 Enhance customer service program — Identify what improvements are needed from various stakeholders, especially customers. 3 Improve safety and workflow in factory — Use Q3 inspection report to identify hazards and take action on recommendations 4 Redesign employee benefits program — Need to stop high turnover and make people happier. We need to find out what do employees want? Which project is most suitable for predictive development?	C	1 - Improve order processing and delivery times.	2 - Enhance the customer service program.	3 - Improve safety and workflow in the factory.	4 - Redesign the employee benefits program.		While all four projects listed on the whiteboard are about improvements or enhancements and all could use a predictive development approach, the question asks which is "most suitable." For that, we should think about the level of certainty or what's known about the work as well as the urgency. Projects with a clearly defined scope—including what the work is and how it will be done, the time line, the budget—or a combination of these—are more suited for a predictive development approach than projects in which this information is not known or is uncertain. The nature of a project's work or a schedule constraint indicates urgency. In this case, project 3 to improve safety and workflow in the factory has a clearly defined scope and is an urgent matter. The team will use items identified in an inspection and make improvements based on them. For the other projects, more information is needed to understand the scope well enough to create a defined scope statement. While all of these improvements will create positive outcomes, considered together, the safety issue may pose the greatest risk to the company.
270	X00408	I.13 Mentor relevant stakeholders II.16 Ensure knowledge transfer for project continuity	A government agency is concerned about the continuity of their projects. Many senior staff members who started the agency are retiring in the next 5 to 10 years. Their knowledge and experience as project managers of past and current projects will be critical to the agency's future success. A project manager is engaged to steer the effort. Which two options are the best ways of ensuring knowledge transfer for continuity of the agency's projects? (Choose two)	A, B	Create objectives for a mentorship program of junior staff by senior staff and build a knowledge base.	Capture and archive senior staff member knowledge and establish a community of practice for project management.	Prioritize building an organizational culture that values mentoring and a growth mindset.	Review the agency's continuous improvement plan and ensure it is adequate and understood by everyone.	Digitize the lessons learned repository from past projects.	A dwindling knowledge base and the need to transfer knowledge is a growing concern in a wide range of organizations and professional areas, including project management. Storing knowledge or making it accessible is only the first step—it is not the only step. Organizations need to prioritize transferring and using that knowledge as a regular part of professional growth and the organizational culture. A dedicated knowledge base along with a mentorship program or a community of practice, is a good idea for ensuring knowledge is stored and can be easily accessed and transferred on a regular basis.
271	X00409	II.4 Engage stakeholders	A company designs robotic vacuum cleaners. Sales are declining, so the company wants to pursue a business opportunity in a growing market: to adapt their machinery with artificial intelligence (AI) for use as home companions. A senior business analyst completes a feasibility study and examines the opportunity, delivering three main points: •Partner with another company to provide AI technology instead of in-house capability development •Success could triple the company's growth over the next 5 years! •Expand existing sales channels. The stakeholders authorize the project unanimously and appoint a project manager to start work. Which two actions should the project manager perform first? (Choose two)	C, D	Determine the contingencies for project risks.	Request data about the growing market from the senior business analyst.	Identify the project stakeholders.	Draft a high-level scope.	Determine resource needs, including personnel and infrastructure changes.	When a project manager receives incomplete or diverse information about a potential project, they need to be able to piece together the desired outcome and components of value for the organization. In this case, a range of information is given—project strategy, growth projection, and identification of capabilities. The project manager should start with what is given, finding out who can help clarify what the project could or should be. Identifying and engaging stakeholders is the critical step to finding out what the project should be. Then they need to create a high-level scope to be able to begin work. The other tasks can wait until after the vision is better understood in collaboration with the stakeholders. If more data about the home companion market is needed, then the project manager should obtain it as part of data gathering. But since the project was already authorized, this information should already be available. At this stage, a project charter could be written. Once this is done, then the resource needs can be determined. Similarly, after the risks are identified, then the contingencies can be determined.
272	A00410	II.1 Execute the project with the urgency required to deliver business value III.2 - Evaluate address external business changes for impact on scope	An agile project team previously attempted to launch a new version of streaming fitness videos in an increasingly competitive market. By the end of the last project, competitors had already launched similar products. Stakeholders were disappointed about the loss of value. Which two actions should the team leadership have taken or done differently to avoid stakeholder dissatisfaction? (Choose two)	D, E	Increased the pace of work by adding more human resources	Eliminated errors in the work flow and found efficiencies	Conducted more market research before beginning the project	Used shorter cadences to enable better analysis and response to market changes	Collaborated more closely with stakeholders	The previous attempt was challenging because of the increasingly competitive market and the type of value (first to market) desired by stakeholders. Communication with stakeholders is the most immediate and direct way to understand and pursue what will bring value to the business. The definition of value can shift or change during a project—we can learn about this from effective collaboration with stakeholders. The competition is a part of the external business environment that needs continuous monitoring, especially in highly competitive markets. Use of shorter cadences of work provides greater adaptability for change.

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273	X00411	II.15 Manage project issues II.3 Assess and manage risk	A project team working in a city's transportation agency is planning the launch of a 24-hour subway service for the first time in its 120-year history. One month before the launch, a terrible electrical accident shuts down service for the whole city, causing injuries and millions of dollars of damage to the infrastructure. What should the project manager do?	C	Close the project.	Consult the communications management plan.	Review the risk register.	Contact the project sponsor.		Disaster has struck this project. A risk has become an issue and the project manager needs to review the register to know what the response should be. Closing the project may happen later, after assessment and consultation with the sponsor, the organization, and stakeholders. The appropriate communications can be known by consulting the communications management plan.
274	X00412	I.5 Ensure team members/stakeholders are adequately trained	A project to train kitchen personnel in process efficiencies for a restaurant franchise has a small project team of four people. It is essential that this team has a broad understanding of the franchise's business processes so they can create training that delivers the efficiencies required across the business. Which team member already has T-shaped skills that would be beneficial to this project? A - Project manager with 30 years of experience leading business development projects B - Training specialist with 10 years of experience in menu development C - Team member with 5 years of experience leading teams, who also is scrum master D - Team lead for finance and operations, who was once the owner/operator of a franchise	D	Team member A	Team member B	Team member C	Team member D		The T-shaped team member is the team lead for finance and operations. Because of their experience running this kind of business, this team member has the greatest depth and breadth of relevant experience among the four listed.
275	X00413	I.9 Collaborate with stakeholders	At the beginning of a customer service improvement project, two stakeholders are noted as "resistant" on the stakeholder engagement assessment matrix (SEAM): •A finance executive who says the cost of the project is too high •The customer care team that wants better salaries and working conditions. All other stakeholders support the project. After months of difficult negotiations, the customer care stakeholder group is now noted as "neutral," though final agreements must be signed; this is ongoing and will take significant time and effort. The finance executive continues to state that the cost of the project is too high. What should the project manager do?	B	Use personal influence to gain agreement with the finance executive while negotiations with the customer care stakeholders continue.	Focus on negotiating the final agreements for the customer care stakeholder group at a cost that also satisfies the finance executive.	Ask the supportive stakeholders to explain or justify the cost of the salary increases to the finance executive.	Send an email to all stakeholders, stating the problem and urging them to find a solution.		The only way to successfully steward this project to conclusion is to gain the consent of both resistant stakeholders. Right now, they are siloed from one another, but their issues with the project are interdependent. Going for a "quick win" by using personal influence is risky because stakeholders need real solutions that deliver benefits. Asking one set of stakeholders to mediate a solution with another is not appropriate for a project steward. That is the project professional's job. Asking all the stakeholders to find a solution seems more like abdicating responsibility than managing a project. The only way forward is to negotiate with the customer care stakeholders toward a mutually agreed set of conditions that will also satisfy the finance executive's concerns about cost.
276	A00414	I.5 Ensure team members/stakeholders are adequately trained I.13 Mentor relevant stakeholders	An agile team member has an extremely varied skill set and performs their work well on projects. This team member has been allocated to many different roles during their work history at the company. For this reason, the team member states, "I feel like I am put on projects randomly. I am not getting anywhere, and the company does not value my work." What should the team lead do?	A	Coach the team member and help them to find a suitable mentor for career development.	Reassure the team member about their value as a T-shaped team member.	Encourage the team member to become more emotionally intelligent .	Urge the team member to get as many certifications as possible.		The team member's perception of their professional value is flawed. This is a T-shaped team member, or a generalizing specialist, which is the ideal kind of project team member. They need to be coached so that they understand this and should be encouraged to find a mentor who can help them add professional value to their career. All other options are valid ways of increasing our professional value, but in this case, the problem is that the team member misunderstands how valuable they already are.
277	X00415	II.13 Determine appropriate project methodology/methods and practices III.4 Support organizational change	An established farm is struggling to maintain profitability and plans to integrate an agro-tourism project to expand the business. They hire a project manager and personnel and initiate a project. The new team members will be shared resources for both the farm and the playground project. The farm needs to continue generating cash flow to support operations until the project is integrated--in 8 months. By the second month, the project manager learns that farm production performance has decreased drastically because the project takes up a lot of the team's time. Which two approaches should the project manager consider to provide the best chance for the business to succeed and produce the desired outcomes? (Choose two)	A,B	Establish clear role delineations for the team members.	Create roadmaps for farm production and the playground project, with clear value delivery goals for each.	Focus on the farm operations first to stabilize processes because this is the main revenue earner.	Create a project management plan that combines the farm and the playground.	Decide between the farm or the playground business option.	This project manager needs to use the right tools and techniques to assist in ensuring successful outcomes. In this case, a set of roadmaps and clearer role delineation should result in better team performance. By creating roadmaps for farm production and the playground project, the project manager will underline the value delivery goals and be able to focus on delivering them. Since the farm and playground are sharing resources, the best choice is to figure out how to execute work now that leads to desired outcomes. A project management plan for the playground should already exist, but the farm business is the business operation, which is outside the scope of the project. Splitting the businesses or giving up one are both possible, but the question asks which option provides the best chance for the businesses to succeed and produce desired outcomes.

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278	H00416	III.4 Support organizational change II.13 Determine project approach	A company is undergoing a global enterprise-level transformation. In 3 years, they will end 85 years of publishing books and instead offer tutored, virtual learning communities. The first big project is to refit the factories and warehouses as film studios. The project management office (PMO) authorizes a project using a predictive life cycle, and that work begins. However, the learning community designers (key stakeholders) keep requesting design changes, which has caused delays and costly rework. With 18 months left, the team is getting nervous. How should the project manager respond?	D	Continue to process the designers' changes using the change control process.	Suspend the project until the designers finalize their decisions and then restart work.	Limit the changes to critical ones only and initiate another project afterwards to retrofit the studios with further changes.	Pivot to an iterative development approach to capture designer feedback at set intervals during construction.		When a project is being delayed consistently and significantly with changes from stakeholders, it is time to consider a different approach to handling changes. In this case, the team can take the designers' feedback in iterations as part of the project work. This will ensure the project continues to develop what the company really needs. In this case, the other approaches suggested would eventually work, but the work needs to be done and ready in a demanding time line.
279	X00417	III.4 – Support organizational change	During a busy period of organizational change, team members on project L are allocated as follows: •60% of working hours – project L •20% of working hours – company-wide organizational change project •20% of working hours – functional role Project L is progressing according to schedule and budget, but a few minor quality factors are being neglected. The project manager is prioritizing on-time delivery and the very dedicated team asks about working overtime to improve quality. How should the project manager respond?	C	Avoid granting the overtime request; instead, ask the functional managers if the project can borrow them for a few weeks.	Avoid granting the overtime request; instead, ask the organizational change project leader to do without them for a few weeks.	Collaborate with the managers and the organizational change project leader to compromise on how team members can spend more time on project L.	Grant the overtime request for the team members and find a way to pay for it with the existing project budget.		Organizational changes or transformations are a very busy time for organizations. In these cases, it is imperative to collaborate with stakeholders in a positive way. Especially when sharing resources, project leaders need to realize that they may already be stretched between the roles they are assigned on projects, their functional or organizational roles, and their participation in the transformation work. In this case, the quality issues are minor. If they were major issues, the project manager should definitely assess them and decide on action. However, an additional challenge here would be the budget and whether the project would be able to pay for the overtime.
280	X00418	I.8 Negotiate project agreements I.1 Manage conflict	A hotel chain wants to improve the customer loyalty program by increasing the number of returning guests by 35%. The project manager finds two strong opinions: • Stakeholder J suggests that the sales teams focus on the top 10 corporate clients and incentivize them toward exclusive use of this hotel chain • Stakeholder M suggests improving the quality of their airport sites, which already have a large number of repeat guests. Stakeholder M also insists the chain cannot compete in larger markets, so the strategy stakeholder J suggests will fail. In a dramatic escalation, stakeholder M sends an email to the project manager and the entire leadership team accusing stakeholder J of having a bias. What should the project manager do first?	A	Mediate between the two stakeholders and determine an initial scope that satisfies both.	Coach stakeholder M about professional behavior and ask them to apologize to stakeholder J.	Escalate this as an issue to human resources.	Remove stakeholder M from the project for violation of ethical standards.		The problem in this scenario is stakeholder M's behavior, which is challenging. Accusing stakeholder J of having a bias could be perceived as a personal attack, but it could also be a very awkward way of stating a fact. We know that conflict is in a mature stage ("contest" in the Leas model) and must be handled right away. Trying one more time to determine an initial scope is the best answer. It focuses on the solution and not the personal battle. However, if neither coaching nor mediation work, escalation may become the only option. It is likely not within any project manager's authority to remove stakeholders from projects, even though this would bring a calmer situation.
281	H00420	I.10 – Build shared understanding II.12 – Manage project artifacts	At the start of a project, stakeholders agreed to expedite approval of the project charter and project management plan to get the project started on time. But after the first sample batch is sent to the customer, a serious problem is discovered: *Customer: "Samples sent over for approval are inferior, with failure rate of 27%. . . thought we agreed 15% as maximum failure rate."* The project manager checks the project management plan and discovers that "good quality" was noted as the acceptance criteria instead of the usual number range for failure rate. The other stakeholders are willing to approve the batch with a 20-25% failure rate, but the customer rejects this idea. What should the project manager do, and which artifact should be updated?	D	Update the project management plan with the required 15% failure rate and seek approval to deliver the goods incrementally, with some past the original due date.	Persuade the customer to accept the loss in quality in exchange for on-time delivery and update the issue log and lessons learned.	Collaborate with all the stakeholders to agree on the quality standard and acceptance criteria, then update the quality policy for the project before continuing the work.	Resolve the quality problem, per the customer's acceptance criteria and update the issue log and project management plan.		Rushing to start this project with unclear documentation was clearly the cause of a misunderstanding. Misunderstandings must be resolved to fulfill project goals and successful project outcomes. This is especially true of a customer's requirement! When a project has already started based on a misunderstanding, you need to think and act decisively while stewarding the project toward successful outcomes. Of these four choices, resolving the quality problem and updating the project management plan achieves these two goals in the best way. The product will meet the customer's quality standard and the project management plan will reflect the work. Prioritizing on-time delivery to please the customer might seem to be a good idea at first, but if the goods do not meet the acceptance criteria, the company risks losing a customer and a good reputation.
282	A00421	I.2 Lead a team	A project that is in progress requires a resource with a specialized skill. Because of time limitations, the agile team has two options: either borrow a team member from another department who can work part-time or use an independent contractor. The eight team members discuss the options, but they are unable to reach an agreement. The vote is 50/50, and both options have positive benefits as well as risks. What should the team do?	B	Use Roman voting.	Empower the team lead to make a decision based on multicriteria analysis.	Wait until the next retrospective and ask again.	Ask the product owner to decide.		In this case, the team faces a true deadlock in voting on an issue where support for the choices is equally balanced. Roman voting would continue to produce the same results. A time limitation means that waiting for the next retrospective is not the best option. The product owner is not the expert on project work, so the best choice here is to empower the team lead to make a decision based on data. This choice maintains the elements of a data-driven decision made by a member of the team in a timely manner.

	A	B	C	D	E	F	G	H	I	J
283	X00422	II.15 Manage project issues II.3 Assess and manage risk compliance	A project will create digital keys for 18,500 employees at an airport. The project management plan states that security clearance data for employees must be verified and updated in a digital security file every 6 months. This is part of the acceptance criteria. In month 3, the project manager discovers that the company hired to maintain the digital security files has filed for bankruptcy. Which statement describes the status of this project?	B	This project will fail.	This project has an issue.	This project is noncompliant.	This project is high risk.		This project has an issue arising from a risk, and it is quite serious. The project manager must now manage this issue to move the project forward. If it is possible to find another vendor or way to manage the digital security file requirement, the project might succeed, and it may even fulfill the outcomes on time. Security is a compliance issue; however, if the issue is resolved in a positive manner, the threat of noncompliance may be averted.
284	X00423	II.3 Assess and manage risks III.2 - Evaluate address external business changes for impact on scope	A pharmaceutical company has manufactured its best-selling product for more than 50 years. Production has steadily increased, and the company is ready to make a significant investment to expand the business. Leadership asks the project management team to carefully assess the risk of this expansion. What should the team focus on?	C	Stakeholder profiles	Last year's annual budget	Product roadmap	Company's mission statement		The team needs to understand the full scope of the expansion to determine risk. The product roadmap, an artifact created by the business, should contain the vision and direction for the product, and the team can assess risk based on this vision and direction. All the other information could be helpful as context, but a risk assessment of the expansion begins with the product roadmap.
285	X00425	II.5 Plan and manage budget and resources	A financial services project will be executed by a team of three teams. Each team has unique objectives for the first phase and then will merge efforts for the second phase to deliver the product. The product owner wants it done as soon as possible. In the initial draft of the schedule, team A finishes their work in a 9-week time line, but teams B and C need 14 weeks to complete their work. The scrum master suggests allocating resources from team A to teams B and C during weeks 10-12, to shorten the total time line. Teams B and C agree and would like the added resources. However, team A says "no" because they need to prepare the transition plan and train staff on the product during weeks 10-14. Which two actions should happen? (Choose two)	C, E	The product owner should reprioritize the backlog.	The teams should decide their own schedules.	The teams should hold a scrum of scrums to decide the schedule.	The scrum master should facilitate a planning retrospective.	The product owner should add the transition requirements to the backlog.	These teams are not communicating with each other about the time they need to produce the work, nor with the product owner about the training and transition plans that are required to deliver the product. The product owner can communicate their requirements to the team through the backlog. That is where the work is described to the team, which can then decide on how to execute it, because they know best what is needed to complete this project successfully and deliver the product ASAP. Clearly, the training and transition requirements have not been discussed. In a scrum of scrums meeting, the teams can discuss how the required work should be completed and agree on a schedule.
286	X00426	I.10 Build shared understanding II.13 Determine appropriate project methodology/ methods and practices I.1 Manage conflict II.1 Execute the project with the urgency required to deliver business value	A project manager in a luggage manufacturing company is asked to explore new business opportunities and deliver three proofs of concepts (POCs) to the executive team. Sales are declining rapidly and the company's future is at risk. The 15 project team members are stakeholders from all over the organization, chosen for their independent thinking. They have very different points of view about which opportunities are best, and arguments are erupting openly and often. Because of the varied points of view, the project manager adopts an agile approach to quickly build shared understanding about the work and find the best solutions to present to the executive team. Which two approaches should the project manager consider? (Choose two)	A, B	Train stakeholders on how to create user stories and story map of their ideas to share these with the whole group and vote for the three best to create the POCs.	Supervise the work but empower them to self-organize and ideate new business concepts as user stories to be reviewed at retrospectives and then developed iteratively.	Send a survey to the 15 stakeholders asking for new business ideas and concepts; share all the answers anonymously and then vote on the three best.	Prioritize the executive or senior stakeholders' ideas; empower them as team leads of self-organizing agile teams that deliver POCs to the company incrementally.	Ask each stakeholder to create a vision statement and use an Extreme Programming (XP) metaphor to explain their best idea; all stakeholders vote for the three best and develop them as POCs.	Because a proof of concepts (POCs) demonstrates feasibility, that efficacy, in addition to time and democratic ideation, are important in this scenario. The two best options to meet all of these requirements are A and B. The story mapping technique is suitable for discovery work and for larger groups to organize and visualize the user stories and develop their work. Allowing each person to ideate and then vote on the three best is an effective way of listening to diverse points of view and making decisions. The other option that can work is empowering self-organizing agile teams—breaking the larger group into smaller ones that can handle conflict productively and work better. The last three options are less promising approaches. A survey is a useful tool for capturing diverse opinions, but this answer does not allow for conflict to produce ideas nor prove the ideas can work. Empowering the senior stakeholders is controversial because it prioritizes people based on their jobs. The stakeholders on this project have an equal voice, so it is unwise—and not agile—to create a hierarchy. The final option of using a vision statement and XP metaphor is a promising beginning, but the story mapping and adaptive development methods are better because they will include greater detail about the business ideas and be closer to a POC, which is the desired outcome.
287	H00427	I.2 Lead a team	A virtual team will travel to a work site and work as a colocated team for 6 weeks in Q3 of next year to transition their project to the customer. One team member, whose role is critical to the transition, is getting married during Q3 but has not told anyone until now. This team member requested 3 weeks of holiday right before the planned team travel. What should the project manager do?	A	Ask another team member to job shadow this team member as a contingency.	Reject the request because this team member's role is critical.	Plan for the risk of a delayed transition because of this team member's absence.	Replace the team member now to avoid disruption next year.		This scenario shows a normal part of working life, and the best response is to mitigate this team member's absence as a single point of failure by asking someone else on the team to expand their skillset. With time to plan for resource coverage, there should be no delay or disruption! While rejecting the request is a possible answer, it is an overreach of authority and an overreaction. And the project manager should definitely send a note of congratulations to the team member!

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288	A00300	I.5 I.3	A project team member is consistently missing deadlines, creating bottlenecks for the rest of the team. Which action should the team take to support the team member?	D	Enroll the team member in time management training	Ask the team member to speak first at standups	Release the team member	Pair the team member with a more experienced member of the team		While all of these solutions can work and produce a better result for the team and the team member. The best answer in this scenario is to try pairing, which is a coaching situation that can support this team member by revealing competency needs, specifically how to perform tasks in a more timely manner.
289	H00302	II.3	A project manager is assessing the risks to a hybrid project in the execution stage. At the end of each iteration, the team has only reported normal issues such as equipment malfunctions. However, the team has recently alerted the project manager to a developing problem that signal regulatory noncompliance for the product. Which artifact should the project manager review and update?	A	Risk register	Probability/impact matrix	Risk management plan	Product technical documentation		Since noncompliance is a known risk area, the project manager can find information related to the management of this risk in the risk register. The probability/impact matrix will provide details of the consequences of the risk, so this will be useful after the risk has been assessed. The risk management plan and the technical documentation will contain helpful information, but not at this stage, when the project manager simply needs to know if the developing problem has escalated and poses the threat of becoming an issue.
290	X00304	II.14	A PMO in a large manufacturing company has been working diligently to retrain project managers and standardize software and templates across all projects, so that every project in the company will produce compliant artifacts. Which type of PMO is being described?	B	Supporting	Controlling	Directive	Agile Center of Excellence		Controlling PMOs provide support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies; using specific templates, forms and tools; or conforming to governance. Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. Directive PMOs take control of projects by directly managing the projects or shared resources, including project managers. A relatively small number of PMOs fall into this category. Agile Centers of Excellence (ACoE) or Value Delivery Offices (VDO) are emerging within organizations adopting more decentralized structures where teams need to respond quickly to changing customer needs. Their role is different, taking on coaching and mentoring efforts, rather than a managerial one.
291	X00305	II.13 II.14	Two project managers are chatting in an airport lounge, on their way to a conference. They have never met and work in different companies. Project manager A tells a story about the last project, in which the team was given strict deadlines for updating artifacts and were audited to ensure risk registers and issue logs were updated at least once per week. Project manager B is shocked by project manager A's story, because their project team is allowed to work independently, with very little reporting required. Which statement is true?	C	Project manager B's PMO has no project governance.	Project manager B's company does not have a PMO.	Project manager B's company uses adaptive development approaches that projects adhere to and the PMO ensures compliance.	Project manager B's company has a supportive PMO which only provides a peripheral role.		Clearly, these two project managers work in different contexts. Project manager B's company has a PMO that ensures compliance, but otherwise empowers project teams to self-organize and run adaptive projects.
292	H00306	II.13	The CEO of a global furniture chain authorizes a project to retrofit 35% of the company's factories with new technology in 2 years, at a maximum cost of $US48 million. The competition in this market is high and the CEO needs to see a return on the investment within 3 years. Which development approach should this project take and why?	B	A predictive development approach, because the scope, budget and schedule are set	A hybrid development approach that uses a predictive scheduling process and incremental development of the factories to ensure the value-based expenditure of the budget and resources	A hybrid development approach that uses time-boxed, iterative scheduling with incremental budget releases over the 2-year period; this will ensure the project does not run out of money	A hybrid development approach with a flexible scope, in case anything changes and the company can pivot		A hybrid approach with a predictive scheduling process and incremental development of the work will show the CEO how the project is proving value while controlling the budget and time line.
293	A00307	II.13	An international bank is performing a merger as part of a major program change and hired a consulting company to perform an advisory role during the merger. The consultants recommend using agile to ensure the best chance of success. What do the consultants mean by this?	C	They need to work quickly.	Use of agile practices to complete financial mergers is a best practice.	Adopting the agile mindset helps organizations navigate complexity.	The merger should be completed in increments.		Agile practices are helpful in incremental and rapid development, and they are informed by the agile mindset, which is a group of four values and 12 principles about how to think and behave within the practice of agile methods. When project professionals refer to "being agile," they are referring to the mindset, which bears the characteristics of the life cycle of the same name.
294	A00308	I.11 I.1 I.2 I.6	A virtual team member has recently joined a colocated team. Despite being highly qualified, the team member's performance is constantly questioned and ridiculed by the colocated team members. Which approach should the team lead take?	A	Use the team charter to address collaboration and team goals	Cancel the virtual team member's contract; clearly, the team is not cohesive.	Organize a weekly virtual coworking session led by a facilitator.	Monitor the situation and intervene only if the virtual team member makes a report to HR.		The team lead needs to empower this team to self-organize and address the risk of isolation and bullying the new virtual team member is experiencing. Using the team charter to address collaboration and team goals will remind everyone of the common aims, professionalism, and appropriate conduct they seem to have forgotten.

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295	X00309	I.12 II.6 II.5	In an organization, some people work longer days in a 4-day week, while others work standard days 5 days per week. On one project, a mix of these schedules has caused some scheduling problems, particularly for standups and iteration demos. Which approach should the team take?	B	Require the team members who work 4-day weeks to attend the standups on day five.	Self-organize and solve its scheduling problem.	Suggest that everyone on the team use the same work week during this project.	Ask the PMO for advice.		The team needs to make some tough choices here, but they have to be agreeable to everyone. They could agree about how to share information with members who couldn't attend or hold a standup at the end of the last working day of the 4-day week. Whatever choice they make, agreement in the team charter and a shared perception of work is key.
296	X00311	I.1 I.2 I.10	A team member has reported a project manager to HR for shouting during meetings. Other team members validate the complaint, but when the PMO asked the project manager about this, their answer was they were only trying to motivate the team. What is the problem here?	B	The team members are too sensitive.	The project manager needs to be a servant leader.	The team charter lacks details about polite conduct.	The project manager is unqualified.		There could be many reasons for this conflict on the team, but project professionals, as part of their roles as leaders, must exercise appropriate interpersonal skills as servant leaders. Some teams and situations are extremely sensitive; project managers should be able to adapt to lead any kind of team or personality. Clearly, the project manager understands the need to motivate the team, but the question is how to do this in the right way. This is the opportunity presented by servant leadership, to understand how to effectively lead this team by example. Clearly, the team members are indicating their dissatisfaction with the project manager's current method. Team charters cannot contain detail about every type of communication and expectation on a team.
297	X00313	I.2	A project manager meets frequently with a company's diversity, equity and inclusion (DE&I) coordinator, because several members of the project team wear t-shirts on Fridays that others in the organization consider controversial. They are allowed to wear the shirts, but there are numerous complaints from around the company. What should the project manager do first?	B	Caution the team members about wearing the t-shirts to work.	Coach the team members on self-awareness.	Continue meeting with the DE&I coordinator.	Find out why they are wearing the t-shirts.		Understanding the cultural contexts of the organization, its larger culture(s), and the individuals involved is essential in choosing the right course of action here. If the team members were not allowed to wear the shirts in the first place, then the easy answer is discipline. But since the team is permitted to wear the shirts, this potentially difficult situation risks getting a bit worse each Friday. The best course of action is to coach the team members on how to be more self-aware so they can understand how their actions may be causing others distress, even though the t-shirts are allowed. This answer is more transformational than any of the others and will provide better, longer lasting results.
298	H00314	I.11 I.2 I.14	A virtual project team has been working together for a month. During this time, they have bonded a little, and then at an in-person team-building day, they finally meet each other. At this meeting, the team decides they would like to make a change to the weekly status meeting ground rules and include a little time for socializing. They think it will help to ease the feelings of isolation many of them express. The current team charter states that status team meetings are to be used for work purposes only. What should the project manager do first?	D	Allow the team to schedule a separate meeting during work hours for socializing.	Change the ground rules to allow socializing during the first 10 minutes only of weekly status meetings.	Schedule another collocated team-building event soon.	Poll team members to measure support for changing the ground rules.		For a change to the ground rules, the team's consensus is key. All of the other choices are definitely possible but will impact the project negatively. A separate meeting would risk taking team focus away during working hours; changing the ground rules and limiting it would seem autocratic; another team-building event would be costly in time and money.
299	A00315	I.4	A project team is brainstorming a complex issue with the prototype in development. They have consulted numerous experts in the field and together, have narrowed down the choice of possible actions to two. How should the team decide which action to take?	C	Empower the team lead to choose.	Choose based on lower cost.	Use the Delphi technique.	Review the project management plan.		This team is cohesive and is doing the right things to problem-solve. They have already consulted the experts, as this is what the Delphi technique calls for, so there is reason to think they can continue to employ this unanimous decision-making method of consulting experts and arriving at a course of action based on their advice.
300	H00317	II.13 CI	A racing team has just finished a season and is preparing for next season. The owners think they should change the way the business works to make the company more efficient and have better control over outcomes and budget. The team engineers want to continue researching and running highly experimental design and technology developments. The racing team has hired a project manager for consultation. What should the project manager recommend?	C	Ask the owners to adopt a "fail fast" mindset to follow the lead of the engineers.	Ask the project team to identify areas for potential efficiencies using methods like Monte Carlo simulation.	Suggest the adoption of a company-wide cultural transformation based on the agile mindset that will foster holistic improvements.	Suggest initiation of a project based on achieving the business departments' objectives and key results (OKRs).		The conflict between control and innovation is common in business settings. The agile mindset and methodologies propose a way of providing a means to doing both simultaneously and in partnership. Without a culture change, this organization may continue to perceive that control by the owners is incompatible with innovation.
301	A00319	I.2 I.14	An agile project team is working in an environment that is experiencing significant and disruptive upheaval. Team members are not performing well due to the stress, but work must continue. What should the team do?	A	Rely on the agile coach to focus the team on desired outcomes.	Ask the product owner to add time to the schedule.	Continue working as normal.	Examine project closure or cancellation options.		If work must continue, then the answer is finding a way to focus on the work. Extending deadlines or pretending nothing is wrong can be risky. Examining project closure options may be a bit drastic at this stage.

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302	H00320	II.3	A project team is working in a remote location, and its operability is threatened due to severe supply chain disruption. This risk was listed in the risk register, but the severity of the disruption was not accounted for, so guidance on the response is minimal. What should the team do first?	A	Seek expert judgment on the matter and revise the risk response	Focus on maintaining team coherence	Cancel the project	Escalate to an organizational resource that can help		External enterprise environmental factors (EEFs) can often take us by surprise and pose serious threats, even with careful planning. In this case, the team should rely on expert judgment to figure out how to continue working as well as possible, given the difficult circumstances.
303	A00321	II.11	A project team relies on work with an overseas contractor. For years, this contractor accepted payment in the team's currency, but have now notified the team's company that after next month, future payments must be made in the contractor's local currency. How can the team deal with this problem with the least disruption to the team?	B	Do the work themselves	Suggest using a fixed price with economic price adjustments contract	Switch vendors	Renegotiate the contract rate, including a percentage contingency for fluctuating exchange rates		Fixed price contracts with economic price adjustments allow for special provisions for predefined final adjustments to the contract price — e.g., inflation, cost increases (or decreases) for specific commodities. They are ideal for preapproved vendors or those who require international payments and are far more straightforward than accounting for fluctuating exchange rates.
304	A00322	II.1	An agile team is deployed to create a workable solution for helping a region with contaminated water supply. They are working with the government, contractors, and local residents to find the right technology to solve the problem. The product owner is trying to determine the urgency of the problem. How can the team help the product owner?	B	Research the market and make a list of available technologies.	Work with the local stakeholders to find out how much they are affected.	Determine the cost of a few solutions.	Find out how many people are affected.		The customers in this project are the local stakeholders, and the team is responsible for finding out their needs and desired outcomes. The cost, available technologies, and number of people affected will determine the course of action, but the required sense of urgency can only be known by asking those affected.
305	H00323	III.3	A project in a university to create a seed bank is complete. It was the first project used in the organization to use an agile approach. The deliverables were identified by the product owner. Some of the stakeholders are concerned about quality and have not signed off on the deliverables. What is the best way to collect feedback on the definition of done (DoD)?	D	Create a temporary wiki site for stakeholders to provide anonymous feedback.	Review all the lessons learned to evaluate strategic alignment.	Send a satisfaction survey and then set up a focus group.	Conduct a product review meeting with the concerned stakeholders.		Direct and regular feedback from stakeholders is a normal feature of agile development approaches. Since this is the organization's first agile project, the stakeholders may not realize how the process relates to quality in an ongoing and continuous way. The best approach is to meet with them and review the product. Agile recommends face-to-face contact and colocation whenever possible.
306	A00324	I.8 II.1	A project team has just successfully completed development of an underwater exploration device, which has cost more than $US3 billion to deliver. The company immediately orders five more units to be delivered, but with a budget of $US1 billion. The stakeholders' reason for the reduced budget was since the technology has been developed, the project can be funded for building costs primarily, with a small amount for troubleshooting or development work. The stakeholders' priority is to recoup some financial value from the first project. How should the team and the product owner approach this situation?	A	Research the risk associated with the low budget for this work and present this to the stakeholders.	Explore with the stakeholders less risky ways to gain financial value from the first project.	Create a story map for the proposed development with the risks clearly accounted for in the work items.	Include a feature that addresses the risk approach to this work.		Since the stakeholders' priority is to recoup financial value from a previous project, their focus is on the money. You need to speak directly to them about the money, in this case how the low budget presents a risk that could create serious problems. Exploring other options will not address an additional risk inherent in this scenario—that of unrealistic stakeholder expectations. Both of these are part of the steward's role in the project.
307	A00326	III.2	A project team is worried about product packaging and presentation. They receive a lot of negative feedback about this during iteration demos. How can the team improve their chances of customer acceptance?	C	Look through the customer's social media accounts and perform a qualitative analysis of customer attitudes towards packaging.	Investigate changes in the external business environment related to consumer attitudes about packaging.	Revise the definition of done (DoD) with the customer.	Find better options for packaging.		Finding better packaging is definitely the goal in this scenario, but it's a question of how! Teams can research and recommend, and while project teams should always be aware of how external changes could impact their project, the customer is the first place to start to determine the criteria for what they will accept. The definition of done (DoD) must be agreed and updated to customer needs—and this is subject to change in an adaptive project!
308	H00327	I.13 I.9	A company executive who is not a key project stakeholder of a project has expressed continued interest and opinions directly to the project team. The key stakeholders are becoming annoyed and perceive the executive to be interfering and causing unwanted noise, but the project team finds the executive's inputs helpful. What should the team do first?	C	Ask the product owner to intervene in the conflict.	Add this executive to the team as a key stakeholder.	Discuss what should happen at the next retrospective.	Use Speed B Leas conflict management techniques.		There is a lot happening here that could be beneficial to the project but could also be harmful—the existing stakeholders could feel threatened, or the scope could be changing from what the stakeholders envisioned with the executive's inputs. The team needs to decide what to do, but with a clear consensus and expert judgment before taking action. A retrospective is about gaining insights for team improvement. All of the options could likely happen as well, but the first thing to do is discuss with the team. If the team agrees that further engagement is desirable, then the team could move on to reclassification of the stakeholder and any resulting conflict management.
309	H00328	II.3 I.9	An executive in the company who is not a key project stakeholder of a project has expressed continued interest in the project and frequently gives their opinions directly to the project team. The key stakeholders are becoming annoyed and perceive the executive to be interfering, but the project team finds the executive's inputs helpful. Which two options are present in this situation? (Choose two)	B,D	An intractable/war situation, in the Leas conflict model	A potential conflict	Escalation required	An opportunity	An impediment	There is a potential conflict here between the key stakeholders and the executives – and also with the team. However, there is an opportunity present in the helpfulness of the executive's inputs.

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310	A00329	I.1 I.4	The executives, managers and coaches of a professional sports team often disagree. On a current project to create a VIP perks program, the product owner gets wildly conflicting inputs from the stakeholders —9 executives, managers and coaches. The product owner who is new to the organization asks the team for help on making decisions to create the initial product backlog. What should the team do?	A	Meet with the stakeholders to brainstorm, allow stakeholders to give their opinions and use active listening and expert judgment to note areas of agreement for use in creating user stories.	Interview the stakeholders separately and then the team and product owner can make the decisions.	Hold a kickoff meeting with all stakeholders, present the conflicting points of view on the whiteboard. These will become user stories.	Since the stakeholders can't agree, send them individual surveys to collect data, then use voting techniques to prioritize them.		Conflict is a part of decision-making, and it can be an important source of ideation in groups. Especially in an organizational culture that has a lot of inherent conflict, stakeholders may be accustomed to conflict as part of the culture. The kickoff meeting is not the place to resolve problems.
311	A00330	II.3	An agile project team is working on improvements to the user experience (UX) for an online newspaper. The team thinks this is a fairly low-risk project, so they forgo a risk assessment and start working. The product owner disagrees and commissions a risk assessment. Which statement is correct about this scenario?	A	Project risk is everyone's responsibility, and the team should not have skipped the risk assessment.	The risk assessment will be completed, so everything is fine.	If the team is correct, the product owner is wasting time and resources.	Risk assessment is the product owner's responsibility.		Risk is everywhere and inherent in every project or activity. Project risk is everyone's responsibility. The team, the product owner and the stakeholders should be aware of the various risks of the project in relation to its environment. Whether the risk assessment is a formal or informal method depends on the project context, but some form of risk assessment must be done.
312	A00331	I.6 I.8 I.10	A company initiates a project to replace aging infrastructure by adopting an emerging green technology. The team is forming and having initial conversations about how to approach the project. Which three of the following will be helpful to the team? (Choose three)	B,C,E	Benefits management plan	Business case	Initial risk assessment	Benefit-cost analysis	Team charter	The most helpful assets to a newly forming team on a project with high risk are the business case, an initial risk assessment and the team charter. These documents state why the business needs or wants the project and helps determine the resources needed, the inherent risk in undertaking the project, and the terms of working together. The benefit-cost analysis helps compare the proposed benefits to the costs—so this is useful a bit later on. The benefits management plan should start to be formed at this stage, but this is a summary of what the expected benefits are from updating the infrastructure and adopting the new technology, as well as how they will be delivered to and measured by the business.
313	A00332	II.7 II.3	A tech startup has four projects authorized and running: 1. Customer experience (CX) app development with executive stakeholders 2. Third-party app development with new vendors 3. Project with global team members who speak six languages 4. Game development using experimental technology Which statement about risk and quality is correct?	B	All of these projects contain the same risk and are subject to the same quality standards because they are in the same organization.	These projects all contain inherent risk and require unique quality metrics.	The project using experimental technology has the highest level of risk and quality standards.	The quality requirements for technology depend on external regulations. So the multilingual project team presents the lowest risk.		Each project has unique risk and quality requirements and contexts, and they can rarely be compared with one another--even if they are in the same organization!
314	A00542	2.15	An agile project team is using scrum methods. A previously unidentified risk has occurred and threatens the current release. What should the scrum master do?	C	Stop project work until the risk is assessed and analyzed.	Bring the issue up during the next standup meeting.	Engage the team to facilitate a workaround.	Collaborate with stakeholders and the project team to develop a risk response.		This risk, once it occurs, is no longer a risk—it is an issue that requires action. In an agile environment, the team lead, in this case a scrum master, facilitates the self-organizing team to take action and find a solution. The team should discuss the issue during the next standup meeting for awareness, but this is only the first step in problem solving. Since this issue is both from an unidentified risk and poses a serious threat, it requires action first.
315	H00535	3.3	A project team is reviewing a budget early in a project and is surprised at the great cost variances. At the next retrospective, the team focuses on the budget problem and determines the current funding will be insufficient because all vendors have significantly increased their prices. What should the project team do next?	C	Activate and spend the contingency amount in the overall budget.	Approach management for the release of management reserves.	Determine estimate at completion (EAC) and seek approval.	Issue a new request for proposal (RFP) that includes a cost limitation.		Increasing costs of products and services directly affects projects, so project teams need to adapt. An increase across all vendor services is probably a sign of a big change in the external business environment. Issuing a new request for proposal (RFP) with a cost limitation will not likely be successful because every vendor is affected. The solution here is to understand what is causing the price increases and seek a solution for the project that is sustainable. The project team might then choose to create a revised budget with the new costs of vendor services and goods, namely the estimate at completion (EAC) which will tell them the expected total cost of completing all work expressed as the sum of the actual cost (AC) to date and the estimate to complete (ETC). The product owner or project sponsor will decide whether the organization can or wants to continue supporting the project. Because it is early in the project, this is the most sustainable solution for the long-term health of the project. Management reserves and the contingency budget should be used for covering expenses resulting from issues, not to support a project budget that has been impacted because of external environmental factors.

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316	A00504	1.8	A project to upgrade a company's human resources (HR) application is being planned. Since the work is a custom-designed application, the project team wants to use an agile approach. The product owner selects a go-live date which the project team believes is unreasonable without overtime work. What should the project team do?	C	Assess how they can motivate themselves to perform the extra work to meet project goals.	Agree to the go-live date but insist that management allow exception-based team rewards in return.	Collaborate with the product owner to decide on a go-live date based on realistic estimates and available resources.	Seek approval for an increase to the project cost baseline that will include budget for estimated overtime work.		An agile approach to managing projects is driven by the 12 principles of the *Agile Manifesto*, one of which is: Agile processes promote sustainable development. The project sponsors, developers, and users should be able to maintain a constant pace throughout the project. Sustainable development involves the use of ideal time, factoring planned leaves, and avoiding overtime or holiday working. Additionally, in this context, the project team lead or facilitator should ensure that the go-live dates are not arbitrary but based on achievable targets. Overtime should only be used as a contingency in the case of an emergency. It is not appropriate to motivate team members to work extra hours to meet project goals unless it is an exception. Team rewards should not be linked to working overtime or dealing with unreasonable time lines. Increasing the project cost baseline is not the appropriate way to deal with team members working overtime.
317	H00565	2.15	Tragedy strikes on a project to restore a bus terminal and modernize the service. An unexpected natural disaster has damaged the site and surrounding city. The project team, watching from a safe location 250 kilometers away, is in emergency response mode. What should the project team do next?	B	Use the contingency budget.	Activate the management reserve.	Update the risk register.	Engage stakeholders to develop a risk response.		This risk, once it occurs, is no longer a risk—it is an issue that requires action. So neither updating the risk register nor developing a response is going to help now. The project team's job is to determine what action to take. This situation was unexpected and was neither planned nor budgeted for in the contingency budget. The contingency budget is used for addressing expected problems. When an unexpected problem arises and needs to be dealt with, the project team should activate the management reserve to fund an emergency response.
318	X00506	2.7 3.1	A company that manufactures and sells plastic containers is working on their latest product catalog. To comply with European laws, the photographs in the children's products sections should not consist of more than 20% images of candy and processed foods and should consist of at least 80% images of fruits and vegetables. As the project team reviews the photographs before the final printing, they identify one photograph that clearly does not comply with the law. Which activity was the project team performing during the catalog review and which activities should they perform in the future to avoid this issue from repeating?	D	Data gathering and discovery; audits	Decision-making and voting; testing	Problem-solving and troubleshooting; inspection	Inspection and auditing; quality improvement methods		Inspection is a quality control technique used in the Control Quality process to verify that products or deliverables conform or comply with specific quality standards, specifications, or other criteria. This happened during the catalog review. To avoid this issue from being repeated, the project team should perform quality improvement methods in the future. This may include updating their review and approval processes to ensure compliance with regulatory requirements and implementing training programs for designers and photographers to understand the compliance requirements. Decision-making and problem-solving are parts of quality management and should occur before implementation and during monitoring and controlling. Data analysis does not apply in the act of examining a photograph. Audits check compliance with standards, policies, and procedures and can be used in the future. Testing is similar to inspection and also used in the Control Quality process—in this case, the catalog review.
319	A00501	1.2	An agile coach is facilitating a discussion about servant leadership in the retrospective. During the session, the team members ask many questions. Which one of these questions will the agile coach answer with "yes"?	B	Should servant leaders prioritize strategic thinking instead of daily work?	Can anyone be a servant leader?	Are there fixed guidelines for being a servant leader?	Will my performance as a servant leader be assessed?		The role and title of project manager or team lead can vary by project and organization. In general terms, the profession has embraced self-organizing teams and adaptability as core tenets, and the project manager or team lead is no longer the sole person responsible for and focused on delivering results. Instead, we focus on servant leadership, which is the practice of leading the team by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance. A person taking on this role should balance strategic thinking with daily project work. Understanding that learning is continuous also plays a part in self-organization, so we think of tenets rather than fixed guidelines for leadership characteristics. One such tenet of servant leadership is to understand the vision of the project, not just the daily issues; the servant leader should figure out how to create a balance between daily and strategic work in the context of a project and team. Therefore, the only question in this list to be answered with "yes" is: Can anyone be a servant leader?

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320	H00556	1.2	A project team is moving a large sculpture from one part of a city to another. Since this is the first time the team has performed this kind of work, hazard specialists were contracted to oversee risk and compliance planning and advise the project team during the project. Which three actions should the project manager take to lead this combined team successfully? (Choose 3)	A,D,E	Create a detailed roles chart with clear reporting guidelines.	Create ground rules for the specialists.	Hold separate retrospectives with the internal project team.	Provide specialists with access to organizational resources.	Hold daily standup meetings.	The contract with the hazard specialists should be sufficient to ensure a good, collaborative working relationship with the project team. Provided the specialists are given all the internal information they need and there is a collaborative way of working, the project work should proceed smoothly. The project team and the specialists should be working with one another, not in parallel. The project team, not just one person, should understand the risk factors that will affect the project and its compliance as much as possible.
321	H00543	1.4	A project team has deprioritized capturing lessons learned for two sprints now and just continues working. What should the project manager do first?	B	Remind the project team about the importance of lessons learned.	Engage the project team to understand the reasons lessons learned were deprioritized.	Ensure lessons learned are discussed at the next iteration retrospective.	Update the next iteration retrospective agenda to add a review of the team charter and ground rules.		It is great the project team wants to keep working—it shows they have a good work ethic and dedication. As a project professional, one of your roles as a steward is to ensure the continuous learning and improvement (CI) of the team. In this case, you need to be the advocate for CI. As with any issue, we should analyze first, then take action. Reminders are not strong enough in most cases for meaningful action to take place. Adding or increasing visibility of actions—as ensuing lessons learned or a review of the team chart and ground rules is on the agenda—is a worthwhile response. However, these actions are not as active as taking steps to find the root cause and resolve the issue—if only to gather information to analyze.
322	A00562	1.8	A project stakeholder thinks they are being helpful by sharing a lot of negative customer feedback emails. This feedback is often difficult to understand and written in raw, verbatim form or without any context. After 2 weeks of receiving these emails almost every day, one project team member is frustrated and becomes angry and vocal at work. Which three actions should the project team take? (Choose 3)	B,D,E	The project team should tell the stakeholder to stop sharing this kind of feedback.	At the next retrospective, the project team should discuss and circulate guidelines for receiving and processing customer feedback.	The project team member should be referred to human resources (HR) for stress management.	The project team should communicate any frustration with the product owner, who can coach the stakeholder towards a better solution.	The project team should process any relevant team lessons or improvement opportunities.	Conflict or disruption is a normal part of an agile team environment; frustration in this context can be understood and processed with empathy. Neither the project team member, nor the customers, nor the stakeholder did anything wrong. Feedback can come from any stakeholder or source and can take many forms. The project team only has some control over how they receive it and what they do with it. However, the product owner may be able to play the role of intermediary and speak to the stakeholder about how to deliver this feedback in a more useful way. The team member's concern should be discussed at the next retrospective, where the project team can also discuss and circulate guidelines for stakeholder feedback so that it is useful for product and team development. Using the incident as a learning opportunity to improve the project team environment is also a good answer.
323	X00510	1.9	A project is undergoing major restructuring, which includes recruiting a new project manager. Halfway through the restructuring, the project sponsor has approves the assessment report and confirmed the short-term actions and scope of changes required to address the many project issues. What should the new project manager do next?	B	Update the project organization chart, risks, communications, and stakeholder engagement plans.	Present the details of the project assessment report and key action items to the project team and stakeholders to ensure their support.	Do nothing, because the team members were part of the project assessment report and should be aware of the upcoming changes.	Wait for the project sponsor to decide how to communicate the actions and project key changes.		Although the key stakeholders were part of the project assessment, the project manager should present the report details and the project priorities established by the project sponsor. This way the stakeholders will understand the reasons for the changes to be made and the project manager can get their support for the implementation.
324	X00547	1.9	A large utility company is using a hybrid approach to update their customer service software platform. The project has entered the testing phase, and the project team has identified several defects in the system. An expert joins the project to troubleshoot the defects. An investigation finds that incomplete requirements gathering and poor communication between project team members and stakeholders have caused the defects. What should this project team record as lessons learned from this situation?	C	Ensure all requirements are gathered before beginning the project.	Assigning a dedicated team for requirements gathering will help ensure requirements are complete.	Regular communication with stakeholders throughout the project ensures that requirements and scope are valid.	Hold stakeholders accountable for incomplete requirements.		Regular communication with stakeholders throughout the project is the best approach to preventing defects caused by incomplete requirements gathering and poor communication. This approach helps in identifying and resolving issues early on and ensures stakeholders are kept informed of the project's progress. It also helps in building a strong relationship with the stakeholders and ensuring their expectations are managed. Since the work for this project takes a hybrid development approach to software development, we can assume that complete requirements gathering is not likely to be possible. In software development, requirements can change throughout the project and the project team needs to be flexible to accommodate these changes. Assigning a dedicated team for requirements gathering is a good approach; however, it might not always be feasible due to budget and resource constraints. Holding stakeholders accountable for incomplete requirements might create a negative impact on the project team's relationship with the stakeholders. This approach may lead to a breakdown in communication and damage the project team's reputation.

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325	X00550	1.9	A large construction project to renovate a landmark building in a highly populated area has received significant media attention due to its potential impact on the local community. Several stakeholders, including community leaders, local politicians, and environmental groups, have expressed concerns about the project's potential impact. Which approach should the project manager take to complete this project successfully?	B	Focus on meeting the project goals to the highest quality standards so stakeholders will be reassured.	Develop a stakeholder engagement plan and communicate regularly with stakeholders.	Follow stakeholders' social media, attend all their meetings, be respectful and empathetic, and use active listening.	Track stakeholder concerns but address them only when they become an obstacle to the project's progress.		Developing a stakeholder engagement plan and communicating regularly with stakeholders is the most effective approach to engaging stakeholders in a highly visible project with significant community impact. It is essential to engage with stakeholders, understand their concerns, and develop strategies to address them. Communication is critical to building trust with stakeholders and ensuring their support for the project. Engaging with stakeholders is necessary to address their concerns and ensure project success. However, since these stakeholders are already detractors, you might spend a lot of time and energy getting involved in discussions or arguments that do not benefit the project. While ignoring stakeholders' concerns can lead to negative public perception, legal problems, and project delays, indulging them is also the wrong strategy.
326	X00571	2.11	A project manager has subcontracted some technically challenging work to a vendor. The vendor has delivered the subcontracted work as per the technical specifications mentioned in the contract. Still, the project manager is not satisfied with the deliverables produced because they are not exactly what was required. Which two actions should the project manager take first? (Choose 2)	C,D	Withhold payment until the dispute is resolved.	Take legal action.	Accept the deliverables.	Negotiate a new or amended contract.	Terminate the contract.	The question states the vendor has completed the work as per the technical specifications mentioned in the contract. Therefore, the seller has met the acceptance criteria described in the terms and conditions of the agreement. Realistically, you would likely negotiate a new or amended contract with the seller to align the deliverable with your requirements better. Therefore, among all available options, accepting the deliverable and negotiating a new or amended contract are the best answers to this question.
327	X00502	2.13	A project manager is ready to kick off a new construction project. The stakeholders are all enthusiastic about the project, but their varied opinions about the project are causing some problems. Most stakeholders want to use the reliable milestone-based predictive approach the company has always used, whereas others want to try an agile approach to move work along faster. What should the project manager do?	C	Escalate this to the project sponsor and let them decide on the approach.	Discuss the options with the customer and let them decide.	Decide based on the value gained by each of the delivery options.	Recommend a hybrid approach as it would satisfy most stakeholders.		When choosing the appropriate project approach, project managers should make their selection based on which will deliver the best value for that specific project. In this process, it is also important that the project manager educate stakeholders about the rationale behind the choice of a specific approach. Since the project manager and project team will plan and deliver the project, this decision should not be escalated to the project sponsor; however, the customer and other stakeholders may provide input.
328	X00546	2.13	A project manager is responsible for a software development project, and the project team has been using a predictive approach. However, due to changing requirements and customer needs, the project team has decided to adopt an agile approach. Which three actions should the project manager take to ensure a smooth transition from a predictive to an agile approach and that the team adapts well? (Choose 3)	A,C,E	Train the team on the agile mindset.	Create a detailed plan for the transition.	Engage the team in a discussion on the transition.	Implement agile practices and inform the team.	Request an agile coach to help the team.	To facilitate a smooth transition in this case, agile training and an open discussion about the transition are required. The project team needs to understand the transition process and have input in decision-making before adopting an agile way of thinking and working. Taking this step without the collaboration and buy-in of the team might create resistance and hinder the transition process. Creating a detailed plan for the transition is an example of a plan-based method that the team is trying to move away from, so this is not a good choice because the project team and the project manager all need to shift to the agile mindset.
329	X00521	2.15	An oil and gas company is redesigning their oil storage tanks to meet updated international industry standards. A vendor is contracted to perform the work. During the latest inspection, a critical flaw is detected in the tank venting systems. The vendor states this is a design flaw and they notified the team lead 3 weeks ago to inspect the tanks, but they did not perform the inspection. The vendor kept working, using the designs they were given, to meet the next milestone. The team lead says the inspection was not on the schedule. What should the project manager do first?	D	Consult the responsible, accountable, consulted, and informed (RACI) chart to find out who is responsible and accountable for the inspections.	Consult the project schedule to verify the inspection dates.	Escalate to operations and log the problem in the issue log.	Schedule a quality assessment to fix the problem as soon as possible.		The project manager needs to get this problem fixed as soon as possible. The RACI chart and the conflict between the vendor and the team lead should also be addressed but this can be done later. Escalation is typically the option taken when the issue is beyond your authority and too complex to solve on your own.
330	X00538	2.2	A project sponsor announces their retirement and informs the project manager that they will be replaced by two company managers. The project sponsor says: "These two managers work together closely, so the transition should be seamless." What should the project manager do next?	B	Continue working exactly as before.	Update the stakeholder engagement plan to accommodate the two new managers.	Redo the whole communications strategy and communications management plan.	Update the project management plan and the stakeholder engagement assessment matrix.		When the number of communication channels changes, we need to adjust our communication methods accordingly. The strategy can remain the same. To assume that two individuals working closely together would act as one is an unsafe assumption. With a plan in place to handle their individual communications, the project manager can have an effective strategy and engage and collaborate with these stakeholders effectively as individuals.

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331	X00539	2.2	Midway through a project in a large organization, a project sponsor has left and been replaced by a senior department manager who is already a project stakeholder. The project manager is concerned because the department manager is not answering emails in a timely manner. How should the project manager respond?	C	Consult with the former project sponsor about how to work better with the new manager.	Increase the number of communication channels in the communications strategy and communications management plan.	Engage the stakeholder properly and learn their communication needs.	Update the stakeholder's status from "neutral" to "leading" in the stakeholder engagement assessment matrix.		With new stakeholders in the key role of project sponsor, it is imperative to engage with them to discover their needs and expectations for both the project and communication with them. With the arrival of a new person in the role of project sponsor, even though they are already familiar with company policies and organizational process assets (OPAs), they are still new to the project. You should engage them properly and personally about the project. The original project sponsor has left, so they will be replaced in the communications management plan and stakeholder engagement plan; there is no need to add another channel.
332	A00513	2.3	A business-critical project is in danger of missing a deadline in 15 days and failing. The team lead escalates the issue to management and is given the option of adding an unknown resource for the next 2 weeks or reprioritizing the backlog. The project team asks the product owner to reprioritize the backlog. Why is this the best choice?	A	Adding a new resource at this point is too risky.	Shifting the resource might require many approvals.	The extra resource will cost too much money.	Delivering something inadequate is better than failing.		The key issue in this question is the stage of the project and its criticality. Using Tuckman's Ladder Model as a guide to team dynamics, adding an unknown resource for a short period of time means the project team will start from the forming stage and won't reach their maximum productivity right away. This is a best-case scenario, because the outcome can be a far more serious disruption to the team dynamic at a critical point in the project. That risk is too high. Approvals can be expedited, and we can assume that since the project is business critical, the company would have paid for the extra resource. Option D presumes that a reprioritized backlog would deliver an inferior or inadequate product. But because this project team is using an agile development approach, any backlog decisions will have a strong chance of delivering positive outcomes for the customer.
333	H00515	2.3	A new project manager begins work on a project started last year to renovate a busy airport terminal. Even though the project uses a hybrid development approach—making incremental updates to the terminal—it has encountered many issues, especially creating conflicts with airport operations. The new project manager asks the project team about how they typically handle problems and risks, but no one has a clear answer. What should the project manager do first?	D	Switch to a predictive approach for better risk management.	Modify the risk register.	Start to identify potential risks.	Update the risk management plan.		The best approach here is to update the risk management plan that should already be in place. The issues on this project are evident because the risk management plan is not updated. Using a predictive approach does not guarantee better risk management. The project is already using a hybrid approach, so a risk management plan should have been in place and continuously updated. After the plan is updated, the risk register can be modified.
334	H00554	2.3	During the risk management planning process for a software development project, a project team identifies a high-risk item related to the integration of a new third-party tool into the system. The team has identified a contingency plan but it is expensive and may impact the project budget. What should the project manager do next?	B	Implement the contingency plan immediately to avoid any potential risks.	Evaluate the cost-benefit analysis of the contingency plan before implementing it.	Wait and see if the risk materializes before taking any action.	Ignore the high-risk item since there is a contingency plan in place.		After identifying a high-risk item with a costly contingency plan, the project manager's next step should be to evaluate the cost-benefit analysis of the contingency plan before implementing it. This will help the project manager to determine if the cost of the contingency plan is worth the risk mitigation benefit. The project manager should also consider other risk management options such as risk avoidance, risk acceptance, and risk transfer. By evaluating the cost-benefit analysis and considering other risk management options, the project manager can make an informed decision on how to proceed. Implementing the contingency plan without evaluating its cost-benefit analysis may lead to unnecessary expenses and negatively impact the project budget. Waiting to see if the risk materializes may lead to missed opportunities for risk mitigation, increased costs, and project delays. Ignoring a high-risk item is not a proactive risk management approach and may lead to serious consequences if the risk materializes.

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335	X00570	2.3	A company is considering a project to improve its IT infrastructure. The project team wants to identify the assumptions, constraints, risks, and issues. Categorize the assumption, constraint, risk, and issue correctly. A.The unique server used by the team is out of service from 8:00 a.m. this morning. B.Negotiations conducted last week by the management team with our partner resulted in an agreement to register a budget of US$50,000 in the next quarter for IT infrastructure upgrades to avoid this type of server failure. C.The project may be delayed due to possible loss of data due to sudden shutdown of the server during its failure. D.Development work on the main project deliverable is struggling to move forward due to the limited capacity of the current development infrastructure.	C	A is an issue; B is a constraint; C is risk; and D is an assumption.	A is a risk; B is an assumption; C is an issue; and D is a constraint.	A is an issue; B is an assumption; C is a risk; and D is a constraint.	A is a risk; B is a constraint; C is an issue; and D is an assumption.		A server outage is a problem or issue that has occurred and for which a solution must be found. Negotiations seek a likely budget of US$50,000 to solve infrastructure difficulties, so the team can make the assumption, or working hypothesis, or the cost. The possibility of a delay is a statement of risk that something may happen, namely if the server is stopped abruptly there might be data loss. Finally, a known infrastructure capacity limitation explains a constraint, or limiting condition to the work.
336	X00512	2.4	A project manager is replaced during the execution stage of a project. During a handover meeting, the departing project manager introduces the new project manager to the project sponsor and the project team. The new project manager asks who the supportive stakeholders are, but no one knows the answer. What should the new project manager do?	B	Interview the project sponsor again—they should have some idea.	Look through the project documents to find the names of the stakeholders.	Prepare a questionnaire for the team about desired stakeholder participation.	Consult the lessons learned repository, which has a lot of information.		In this case, the new project manager is assuming control of a project that did not have proper stakeholder engagement planning. Stakeholder support is always needed. The project sponsor can help but they and the team have already been consulted. Clearly, research is required, and the project documents are a good place to start. After identifying and engaging the stakeholders, the new project manager should collaborate with the team to determine levels of participation. Although it is true that the lessons learned repository has a lot of information, it is important to identify, analyze, and engage the stakeholders as soon as possible.
337	A00514	2.5	Three project team members request long leaves of absence. Two team members are studying for a major exam and the other has a family emergency. Their project roles are very similar, and the project is critical to the business. What should the project manager do?	C	Prioritize the leave requests based on seniority and company policy.	Approve all the requests because they will return to the project with positive energy.	Assess how approving the leave requests could affect the project.	Compress the project schedule and approve shorter leave times for all.		The best approach here is to perform an impact analysis and be transparent with the team members regarding the project status and their roles in project success. Based on the result of the analysis, collaborate with them on a solution that will not negatively affect the project.
338	X00517	2.5	Every year, from May to October, a ski resort closes to undertake a project to inspect the surrounding mountain trails and repair the ski lifts before reopening. The date is now 15 September. The project manager wants to know how much more money to allocate to the project budget to meet the completion date of 31 October. Which method or metric should the project manager use?	B	Cost performance index (CPI)	Estimate to complete (ETC)	Estimate at completion (EAC)	Parabolic estimation		Estimate to complete (ETC) indicates the projected remaining amount of money that will be spent based on past performance. The project manager can look at the money spent during the first 4 months of the project. Because this project occurs every year, a project manager can easily access the past years' performance metrics to determine how much more money to allocate to the budget.
339	X00560	2.5	A project was discontinued because of severe resource limitations 3 years ago. Now the project sponsor insists that it should be restarted and offers a budget but no staff. The other stakeholders agree the business needs the work to be done but cannot allocate any of their staff members to do the work. Despite this, a project manager has been assigned to the project. The project manager is given 3 weeks to review the original project artifacts and report on recommendations to the project management office (PMO) so the project can be prioritized within the business portfolio. In which two ways should the project manager approach this situation? (Choose 2)	D,E	Propose using automation or artificial intelligence (AI) to assist in completing the work.	Engage the stakeholders and force them to release the resources per the project sponsor's mandate.	Try to convince the project sponsor to wait until the needed staff members are free to begin the project.	Circulate the project charter and discuss resource requirements with the stakeholders.	Request more funding to hire contractors to perform the work.	This project has been authorized and is proceeding, whether the stakeholders are ready or not. The project manager's job during the next 3 weeks is to prepare to start the project work. Even if the conversations will be difficult, the project manager needs to have them with the stakeholders now. Asking for more money to hire external resources is also a good idea in case the stakeholders cannot provide staff to meet the project's needs. Using AI is an innovative tool, which is becoming commonplace, but it carries risks that would need to be evaluated before the tool is used; this adds time to the schedule.
340	X00511	2.6	A project to build a large resort-style swimming pool is in the execution stage. The project manager notices that team members are using different units of measurement to monitor project progress: some report completion of work in hours, some in days, and others note the percent complete. This is causing confusion. What should the project manager do to prevent this from happening again?	B	Direct the team to use a single measurement unit.	Refer the team to the guidelines in the schedule management plan.	Design a unit conversion tool to convert different units to a common unit.	Consult the project management office (PMO) to decide on actions.		You need to ensure the team is using measurement units as described in the schedule management plan. Directing them without checking the schedule management plan is an incorrect choice for a project that is using this project management plan component. Designing a tool is just going to complicate things, will take time, and is not an appropriate solution considering the effort and money invested. You could consider consulting the project management office (PMO), which would have been more appropriate while creating the schedule management plan.

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341	H00548	2.7	A project team is developing a new e-commerce website for an IT project. The project is facing several technical issues that are affecting progress, including multiple code corrections caused by poor quality of coding. The deliverables have been negatively impacted. In which three ways should the project team address these issues? (Choose 3)	B,D,E	Escalate the issues to senior management for a solution.	Work with the product owner to create a new user story to address the quality and technical issues.	Update the iteration backlog.	Collaborate with the stakeholders to resolve the issues.	Schedule an iteration H to solve the quality defects.	Stakeholder collaboration is the best solution to resolve the quality issues in this situation. The project team should also work with the product owner to create a new user story to address the quality issues or schedule an iteration H to solve the quality defects. Escalation is not required in this situation, because the team should be able to act on quality issues, and the iteration backlog is not updated during the iteration.
342	H00551	2.7	A software development project using a hybrid development approach has a fixed budget of US$500,000. During the execution phase, a project team lead has been tracking the costs and posting the actual cost (AC) and planned cost (PC) amounts on an information radiator. The project team notices that this trend has continued for the last 3 months, with the variance growing steeper during the last month. They plan to discuss the budget at the next retrospective. What should the project team do?	A	Reduce quality to a minimum viable metric while maintaining scope.	Estimate the additional cost for the remaining scope and request a budget increase.	Renegotiate project contracts with vendors to reduce costs.	Review the project scope and make necessary adjustments to align with the remaining budget.		Since the actual cost (AC) exceeds the planned cost (PC) and this project has a fixed budget, the team should find out if they can adjust quality to deliver on scope. In this software development project, this may involve identifying and removing any unnecessary work or features and prioritizing critical project requirements. The budget is fixed, so the team needs to stay within that parameter. Renegotiating vendor contracts will take time and carries risks.
343	P00519	2.7	A project to catalog a knowledge base has been rejected several times. The work is now unavoidable, but the company has limited resources to complete it. A project manager has recorded a long list of quality defects of varying degrees of importance and criticality, which cause the stakeholders to be concerned. Which tool or technique should the project manager use to approach the task of dealing with the defects?	A	Pareto chart	Control chart	Strengths, weaknesses, opportunities, and threats (SWOT) analysis	Cause-and-effect diagram		The project manager needs to prioritize the long list of defects before taking action. A Pareto chart will show the defects by volume, from greatest to least. From this visual, the project manager can see what is causing the greatest defects and deal with those first.
344	X00529	2.7	A new project manager is asked to help a project sponsor create a project charter for the first time. After looking through the project documents provided by the project sponsor and the business stakeholders, the project manager creates a draft and is nearly ready to share it with the stakeholders and the project team. Which additional step should the project manager take to ensure the project charter is ready?	A	Conduct a peer review of the document.	Ensure all talent and resource contracts are fully executed.	Provide a link to the project team's virtual workspace.	Include the acceptance criteria for deliverables.		A project charter includes a high-level description of the project's goals and a lot of information about the project. At this point, contracts may or may not be executed and the workspace may or may not exist. Acceptance criteria are decided on when it is time to complete the next step, starting with the project management plan. The only step on this list that should be completed now is to facilitate a peer review of the document ahead of obtaining approval.
345	X00532	2.8	A newly appointed project manager is reviewing documents and realizes the business case contains incomplete information. What should the project manager do next?	D	Process a change request.	Ask the project sponsor to update the business case.	Update the business case.	Determine what information is needed.		When a new project manager joins a project and find an incomplete business case, the immediate solution is to determine what information is needed to understand what the business wants and needs from the project.
346	X00503	3.3	Ten years ago, a family inherited a 140-acre estate but since then have only argued about what to do with it. Now, they must act within 24 months to avoid financial penalties for dereliction. The estate lawyer engages a development company with a project manager to find a solution. The project manager hosts a discovery and fact-finding meeting and hears the following viewpoints: •Stakeholder F wants to restore the derelict building to preserve historical value. •Stakeholders P and Q want to demolish the building, then build and sell houses. •Stakeholder B wants to split the property among the family. •The lawyer reemphasizes the time line. Which two steps should the project manager take first? (Choose 2)	B,E	Discuss the scope options with the development team and ask them to develop a proof of concept (POC) for each.	Examine the value gained by each of the options.	Give the group a deadline to decide what they want among themselves and then advise the project team.	Continue discussing the various options with the stakeholders and listen actively to their concerns.	Estimate the schedule and cost of each option.	We examine value and base decisions for project scope based on available data. After that, we can invest in a proof of concept (POC). These stakeholders have had enough time to collaborate, but it is clear they cannot agree and move forward without help. They have contributed enough initial ideas for you to examine the potential value, schedule, and cost of each as the first steps.
347	X00563	3.3	A national beautification program is underway. One project—to remove the "locks of love" (padlocks fastened by couples in love) from the side of a 200-year-old bridge—is highly controversial. The locks are speeding up the destruction of the bridge railings, which is a safety concern, but thousands of people have been protesting the removal every weekend, shutting down city streets and creating bad publicity. Protests have become global, as a social media campaign shows thousands of tourists visiting the city are also angry about the removal. What should the project manager do?	B	End the project because of the bad publicity and suggest a new project to address the problem.	Start a social media campaign about the benefits of beautification and safety in public spaces.	Close the bridge, erect a scaffolding, and cut the locks off out of sight of the protestors.	Delay this project until the publicity quiets down and restart it in the future.		The project manager needs to communicate with these very public and resistant stakeholders. When factors in the external business environment create a substantial impediment to project work, such as what has happened here, it is first up to you to find a solution. In this case, stakeholder engagement and collaboration should be used. Local and online stakeholder groups can learn about the project's objective through a neutral, creative medium, and if it is done well, it is possible that some people may be convinced or a compromise reached. Going ahead with the work in a clandestine and forceful way is not the best choice, because these kinds of heavy-handed actions can have negative consequences. The other options to delay or end the project do not indicate an opportunity to collaborate with stakeholders, which is required.

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348	X00528	3.4	A project manager is assigned to lead an organization's first project using agile development approaches. To prepare, the project manager sketches some initial plans and notes some concerns, which include resource and talent management and who can help lead the effort. Which team member or stakeholder should lead this project?	D	Product owner from the customer organization	Project sponsor	Project team's most senior and experienced member	A recently hired project team member with agile experience		A successful adoption of agile should be led ideally by someone who has already adopted it and can be an advocate and coach. The other choices would not be as advantageous to the organization.
349	X00549	3.4	A project team has recently implemented a software system to replace some of an organization's internal manual processes. Although training has already taken place, some end users are resistant to the change and prefer the old manual methods. Which two actions should the project manager take to ensure the new software is adopted by all users and that the transition is smooth? (Choose 2)	C,E	Engage the benefits owner about further training on the new software after implementation.	Work with internal stakeholders to offer incentives for using the new software.	Work with the process owner on a plan to phase out the old manual methods.	Ignore the resistance and continue with implementation.	Work with one business unit or functional department to implement the change as a pilot.	Resistance to change can be a natural response, and project managers should know how to work with organizational change management methods and owners to facilitate positive receiving environments for their projects. Working with the process owner to create a transition plan or including a pilot for the project can be effective ways to ease this organization into a change. Incentivizing is not a sustainable solution, and ignoring a problem is hardly ever the best option. Providing further training can be perceived as a burden to end users, and it should take place before the implementation.
350	X00561	1.11.	A product development team composed of one product owner and several global team members, all working virtually, has several projects in progress. A team member finishes a project and, in an attempt to help the team, they execute a product launch and closes a project on their own, without notifying the product owner or any other team member. After closure, the team member emails the whole team a list of lessons learned and quality improvements to be implemented across the portfolio. Which two actions should the project team take to improve team communication? (Choose 2)	B,E	Archive the project artifacts and update the lessons learned register.	Revisit the correct project process roles and responsibilities at the next retrospective.	Congratulate and thank the team member for their hard work.	Update the quality policy and project management plan.	Examine the project team-building or team-formation framework.	The team member has acted to close a project without the team. While the team member might have had the best of intentions or produced a positive outcome, their way of working is out of scope for healthy project team communication. Team members should not act alone, without the product owner, to close a project. Although virtual teams can suffer from poor communication, the problem here could also be a weak sense of team identity or a team member who does not have the correct training or know the team's way of working. The team member might have even ignored the team's way of working for professional advancement or in the genuine best interest of the project. Whatever the case, this team is disunified and it needs to be reunified. Revisit the correct project process roles and responsibilities at the next retrospective and examine how well this team's framework is working to make necessary changes.
351	A00516	1.13.	An agile project team is joined by a newly hired team member who is highly skilled but has only worked on predictive project teams. After working with the team for 1 month, the project team has scheduled a product demo with the client, an external customer. The client gives direct and passionate feedback: "This mechanism is overcomplicated. Customers won't like it. We can't support it. Start over!" The new team member begins crying and immediately exits the room. How should the project team react?	C	Use emotional intelligence (EI) to coach the client on how to interact in future situations.	Tell the new team member they must respect and listen to all client feedback.	Discuss expectations around communications and team ground rules at the next retrospective.	Move the new team member to a less critical project until they become more comfortable using agile approaches.		The best approach here is to utilize the retrospectives by maintaining the healthy and strong relationships among all stakeholders. As a new member of the project team and new to an agile working environment, they will need help understanding expectations, how a psychologically safe environment works, and coaching from the team. Unfortunately, clients and customers sometimes do react passionately or negatively; this is reality. A unified, empowered team culture built on effective and safe communication and organizational policies is the best defense against this kind of behavior. It is not a project team's job to coach a client or customer on emotional intelligence (EI).
352	X00540	1.2 3.1	A project manager in a software company is working on a highly confidential project. One developer often works late and carries a large bag to work daily. The project manager learns that the developer's brother-in-law works for a competitor company and they have been meeting for lunch. What should the project manager do first?	D	Report the developer to the company's security department and let them assess the threat.	Escalate these suspicions to the project sponsor and seek guidance.	Watch the developer closely for a week and ensure nothing is removed from the office.	Check that the developer has signed the nondisclosure agreement (NDA) and revisit the team charter with the team.		Although there are concerns, there is no proof the developer is doing anything sinister or wrong. Playing vigilante is the opposite of an environment built on trust and psychological safety and may create negative morale. By checking the nondisclosure agreement (NDA) and signed security protocols first and ensuring the team is reminded of the ground rules in the team charter, you have done your due diligence as project manager. If needed, any concerns should be discussed with the project sponsor.
353	X00557	2.1 2.3	A large, valuable sculpture in a big city needs to be moved safely from one location to another. This is project A, which must be done before project B, the city's largest infrastructure project, can begin. After a 2-week delay, the project managers meet. Project manager A announces another 6 months and US$900,000 will be needed to remove the sculpture and success cannot be guaranteed. What should project manager B do?	B	Cancel the project and disband the team until the roadmap for project A can be fixed.	Brainstorm an alternative solution with the stakeholders of both projects.	Perform a Monte Carlo simulation on the possible outcomes.	Prepare a risk assessment on project A using a Stacey matrix.		The dependencies between these two projects present a great challenge to the project B team. They need to balance their internal and stakeholders' priorities as well as the owners of project B, who are also stakeholders. The only way to do this is to prioritize positive project outcomes.

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354	H00525	2.1. 2.10.	The latest progress reports indicate that a software development project is within tolerance and forecasted to be completed on time and on budget. The product owner requests a change to the agreed specification, which will require significant rework of completed work packages and the introduction of new work. Although the reasons for the change are justifiable, the project manager is concerned about schedule and budget impacts. Which action should be taken first?	C	The project manager should approve the change request and work with the product owner to figure out how best to complete the work in the shortest amount of time.	The product owner should approve the change request and work with the project manager to establish new cost and schedule baselines.	The project manager and product owner should meet with key stakeholders to establish the budget and schedule impacts, agree on rework, and determine the priority of the change.	The project manager and product owner should escalate the change request to the project sponsor for approval as it affects the budget and schedule.		In this scenario, the project manager and product owner should work together to assess the impact of the change. Key stakeholders should be consulted to quantify the impact to the schedule and budget and help determine the business priority of the change and ensure it aligns with the project's objectives. Escalating the final decision to the project sponsor might be necessary if the assessment determines that the change is required but is outside any delegated authority for approval.
355	X00509	2.10 1.14	Two weeks after taking on a leadership role in a project, a project manager has completed the project team and key stakeholder analysis. Now they want to show the team how to organize a project and learn about project management. Training the team in project management is a high priority for stakeholders, especially the CEO. Which action should the project manager perform next?	A	Introduce the framework for the project and use servant leadership to explain why the framework will help to structure their work.	Update the project management plan explaining the cost and schedule baselines to the project team.	Create the team charter and ground rules including project management coaching as part of the team culture.	Send the core team members to project management training in agile and predictive approaches.		A project manager has a good understanding of the project team and stakeholders for this project and is now ready to establish the project management framework. This is the next step in the project and, through servant leadership, can show the team how it is done, which will also satisfy the stakeholders. The other tasks should also be performed, but the first step for the project manager to complete on this list is to establish the project framework.
356	X00520	2.10.	A company is contracted to manufacture oil storage tanks for a construction project. According to the latest project report, the tanks are missing a venting system, as required by international industry standards. The project manager seeks advice from the company's operations supervisor, who states that this will have an adverse effect on the quality of the product. What should the project manager do to correct the situation?	C	Allow the vendor to complete the construction and use the owner to fix the issue after the product is delivered.	Empower the team to create a makeshift venting system that meets the standards.	Initiate a change request with justification for the design of a venting system for the tank.	Alert the vendor about the flawed design and insist they fix it as it was in scope of their contract.		Because this is a serious design flaw that impacts product quality and project success, it must be rectified. The best approach is to obtain change request approval for the execution of the missing work.
357	X00524	2.10.	An oil and gas plant construction project had been progressing on schedule and within budget. Six months into the project, the company owner visits the site for a formal tour. After the tour, the owner asks the project manager to replace the edifice of the office building with marble—an expensive cosmetic change! Even though the project manager explained to the owner that this work would escalate the cost of the project and might delay completion, the owner insisted on using the marble. What should the project manager do?	C	Refuse to do the work and ask for a transfer from the project.	Start the work immediately, using funds from the management contingency reserves.	Write a formal change request and send it to the change control board (CCB) for approval.	Discuss the matter with the program manager and convince them to deny the change.		Even though a change can negatively affect or distract from a project's goals, if a powerful and influential stakeholder insists on it, the change must be taken seriously. Hence the work should be done as required by the company owner, despite the delay and cost involved. Execute this change like any other by submitting a change request and obtaining approval from the change control board (CCB) after determining the cost and time required for the change.
358	X00559	2.11.	A project manager in a nonprofit organization is working with the procurement department to identify new startup companies to bid for a major new project. The organization is committed to working with startup companies because of its public funding stream. However, in the past, many of these bid applications have contained unrealistic budgets because of the startups' inexperience or higher costs because of the small size of their operation. What should the project manager do?	C	Issue a request for quotation (RFQ) before the request for proposal (RFP).	Advertise a request for proposal (RFP) in the usual way.	Obtain an independent estimate.	Host a bidder conference.		In this case, the project manager should understand the estimated cost of the work that needs to be done before conducting procurement, so that there is a baseline for comparison when the bids are submitted. The only way to do this is by obtaining an independent estimate first. Then hosting a bidder conference can help ensure that any vendor bidding on the project has all the information they need and is able to ask questions before submitting a viable bid for consideration. Whether bids are submitted by knowledgeable vendors with accurate estimates or budgets or not, the project manager needs to know the approximate cost of the work.
359	A00530	2.13.	An agile team sometimes uses an open workspace inside an otherwise quiet office. One afternoon, a giant screen is set up and customers are invited to a presentation. Approximately 1 hour later, the team is laughing and cheering so loudly that the entire office comes to see what is going on. Which event is taking place here?	C	Retrospective	Daily standup	Product review	Scrum of scrums		This agile event or ceremony is a product demo or review meeting, where the core features and capabilities of a product are demonstrated to customers. These happen during testing intervals, which fits the description in the scenario. It is neither a standup, which happens daily, nor a team conversation, which would indicate a retrospective. A scrum of scrums is a meeting of several teams together.
360	X00508	2.4 1.8	The project sponsor, the CEO of a construction company, hires a project manager to lead and establish project management best practices. The company has a global project involving highly technically skilled teams in different countries who tried to create a project charter, but the document is not adequate. Which two actions should the project manager take first? (Choose 2)	B,C	Invite the whole project team to a kickoff meeting and distribute assignments.	Meet every team member and key stakeholder to better understand their needs.	Review the project charter created by the global project team and revise it.	Train all team members in project management principles and key practices.	Hire new team members with better project management skills.	The best approach is for the project manager to start understanding the project situation by meeting all project team members and key stakeholders to better understand the project's current status, key issues requiring immediate attention, project priorities, and short-term deliverables, then reviewing and revising the project charter. The problems with this company's project team include geographical dispersion and lack of project management skills. They are highly skilled in their technical work, so the option of hiring new project team members is not a wise choice.

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361	A00505	3.3	An agile team is prioritizing user stories for an app that helps people adopt dogs. After considering the impact on the project's scope, budget, and time line, the team decides to exclude one user story because it is too complex to implement for the app's first release. The product owner believes this specific user story will give the app an early competitive advantage over the current market leader. How should this project team and product owner work together to make the best decision?	B	Investigate whether the complexity of the user story creates a risk for implementation in the first release.	Conduct a cost-benefit analysis, including competitive advantage, market impact, and strategic alignment.	Revisit the project's budget and time line to accommodate the additional work and adjust the project schedule and resource allocation.	Present alternative solutions that could mitigate the negative impact if the user story is excluded.		This agile team and product owner should work together to figure out whether the effort required to fulfil this user story is worth the extra cost and effort that the project team expects. The cost-benefit analysis will help them all to understand the trade-offs involved in including the complex user story. By considering the potential benefits, costs, risks, and alignment with strategic objectives, the project team and product owner can make the best decision. This approach ensures that decisions are based on a thorough evaluation of all relevant factors and supports effective communication and collaboration with stakeholders. Investigating the risk is important but will not evaluate all of the aspects needed for the team and product owner to make this decision. Revisiting the project's budget and time line to accommodate the user story is an important consideration for evaluating the impact on budget and time line, but it should not be the sole basis for the decision. A comprehensive cost-benefit analysis is needed. While identifying alternative solutions or workarounds can be a valid approach in certain situations, it may not directly address the stakeholders' objection regarding the competitive advantage.
362	X00527	2.8 2.1	A project team needs to decide whether to retrofit a fleet of bicycles as ebikes instead of buying brand new ones. The agile coach conducts a group exercise. Review the notes on the whiteboard: Retrofit old bikes •60% probability of success with a profit of US$50,000 •40% chance it will lose US$50,000 Buy new bikes •50% chance of profit greater than US$25,000 •50% chance of cost recovery What is this project team doing?	B	Performing cost-benefit analysis	Using decision tree analysis	Executing a cost performance formula	Weighing two options using Pareto analysis		This project team is using decision tree analysis to decide between the two options, using financial data, forecasting, modeling, and expert judgment.
363	A00544	CI	An agile team has been performing at an extremely high level and pace, receiving praise from stakeholders and customers. A portfolio manager has asked the team to start a community of practice (COP) for the organization. The team members vote unanimously against this because of the intense time commitment. Instead, they offer an open invitation to anyone to attend their retrospectives. Which two statements describe this team's reaction to the portfolio manager? (Choose 2)	A,C	The team is safeguarding its ability to sustain its high-performance level by turning down the community of practice (COP) opportunity.	The team is protecting its intellectual property (IP).	The team is acting in accordance with an agile mindset and values.	The team is acting selfishly in their own interest.	This team is prioritizing their standard of work over the organization's continuous improvement.	This team has decided together to continue prioritizing their work and offering a way to share their successful ways of working with the organization by inviting others to attend their retrospectives. They did not have to agree to the portfolio manager's suggestion, although it seemed to be a genuine improvement measure for the organization. Quite legitimately, because their environments can be very fast-paced and busy, agile teams need to ensure their work is conducted at a sustainable pace. Protecting their team's time and space, ideating, voting, and offering a way to share their success with others in the organization—all demonstrate their agile mindset and values.