

PMI.PMP.vApr-2024.by.ToanQuaong.257q

Website: www.VCEplus.io

Twitter: https://twitter.com/VCE_Plus

Exam Code: PMP

Exam Name: Project Management Professional



Exam A

QUESTION 1

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain. What should the project manager do?

- A. Ask to include some business subject matter experts (SMEs) in the team.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Assist the team in proposing a minimum viable product (MVP).
- D. Invite stakeholders to discuss project requirements prioritization.

Correct Answer: C

Section:

QUESTION 2

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the complexity of the work was underestimated. What should the project manager do?

- A. Update the issue log and escalate it to the project sponsor.
- B. Ask the technical manager to help the team with the issue.
- C. Meet with the team to review internal actions to resolve the situation.
- D. Ask to replace some team members with more experienced ones.

Correct Answer: C

Section:

QUESTION 3

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner. How should the project manager deal with the situation?

- A. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- B. Continue the meeting and use facilitation techniques to improve communication within the team.
- C. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- D. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.

Correct Answer: B

Section:

QUESTION 4

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress. What should the project manager do next?

- A. Give the senior manager access to the product backlog.

- B. Organize a review of the kanban board with the manager.
- C. Contact the senior manager and discuss their needs.
- D. Modify the PMO template to include the information.

Correct Answer: C

Section:

QUESTION 5

A company is going through structural changes. A couple of people will leave the company as their positions were made redundant. The team members are unhappy as they do not understand why the changes are being made when the project is on track.

What should the project manager do?

- A. Advise the team to continue their work as planned because the schedule cannot be changed.
- B. Organize a team meeting to discuss the changes and their importance for the company.
- C. Inform the project sponsor about the team's unhappiness and ask for overtime pay.
- D. Advise the team that the changes were decided by the CEO and must be implemented.

Correct Answer: B

Section:

QUESTION 6

A town wants to build a community center and has appointed a project manager. A site was found, and all of the necessary approvals and governance were completed. When the project kick-off was held, it was discovered that a local farmers' group was not consulted, and they use the site for a monthly market.

What should the project manager do to move forward with the project?

- A. Continue building the center as the farmers' group does not need to be consulted.
- B. Discuss the project objectives with all stakeholders, including the farmers' group, and review their requirements.
- C. Document a risk related to the impact that the farmers' group could bring to the project.
- D. Request that the project sponsor discuss compensation with the farmers' group for the lost business.

Correct Answer: B

Section:

QUESTION 7

A project sponsor would like to include a new deliverable. The sponsor contacts the project manager in order to seek advice on the most efficient approach to complete the deliverable within the next 2 months.

What should the project manager do?

- A. Suggest that the sponsor conduct a cost-benefit analysis to determine feasibility.
- B. Advise the sponsor that it is not the project manager's job to evaluate the project.
- C. Use the management reserve in order to expedite completion of the deliverable within 2 months.
- D. Change the project methodology in order to achieve completion of the deliverable within 2 months.

Correct Answer: A

Section:

QUESTION 8

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually.

What should the project manager do to engage the team?

- A. Invest in a virtual collaboration/colocation environment.
- B. Have one-on-one meetings with team members to improve communication.
- C. Ask human resources (HR) for team-building recommendations.
- D. Schedule weekly team meetings to encourage collaboration.

Correct Answer: A

Section:

QUESTION 9

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully.

What should the project manager do to reduce the risk of project failure?

- A. Provide team members with the necessary coaching and mentoring.
- B. Ask the sponsor to add experienced professionals to the team.
- C. Approve the appropriate training program for team members.
- D. Assign a dedicated resource to check the quality of each deliverable.

Correct Answer: A

Section:

QUESTION 10

A project manager just completed a successful deployment and is preparing to transition the project to an operational state before starting closeout actions.

What should the project manager do to ensure that the project is ready to move to an operational state?

- A. Review the project approval requirements in the project charter and confirm who will be approving the project.
- B. Meet with the project team to review the work breakdown structure (WBS) and confirm deliverables have been delivered.
- C. Refer to the project's work in progress (WIP) reports to ensure that there is no additional work in the backlog.
- D. Develop a plan to repay the technical debt incurred during the project and ensure that the project sponsor agrees with the plan.

Correct Answer: B

Section:

QUESTION 11

A vendor project manager and team are implementing a software solution across the organization. A customer stakeholder who was not present during the sales process is demanding that the team implement requirements that are out of scope without adding additional cost to the project.

What should the project manager do next?

- A. Escalate the issue of the additional requirements to the executive leadership team.
- B. Adjust the scope baseline and schedule baseline accordingly.
- C. Implement all the requirements the customer has requested.
- D. Refer the stakeholder to the delivery specifications in the statement of work (SOW).

Correct Answer: D

Section:

QUESTION 12

A project manager is performing the scrum master role for a project team of developers. At the daily standup, a couple of developers complain about the noise from a neighboring team, the performance of their laptops, and the difficulty in booking meeting rooms.

What should the project manager do?

- A. Assign actions to all stakeholders and oversee their implementation.
- B. Acknowledge the impediments and facilitate their resolutions.
- C. Note the impediments and escalate them to the product owner.
- D. Note the impediments and work on addressing them later.

Correct Answer: B

Section:

QUESTION 13

In a daily standup meeting, a developer indicates that a backlog item will not be delivered because they need to take an unexpected leave for the next couple of days. The backlog item is a prerequisite for a feature expected by users in the next sprint review.

What should the project lead do?

- A. Work with the product owner to change the priorities in the sprint backlog.
- B. Work with the product owner to inform the users that the feature is delayed.
- C. Ask the development manager to provide a replacement for a couple of days.
- D. Ask the developer to postpone the leave until the backlog item is delivered.

Correct Answer: A

Section:

www.VCEplus.io

QUESTION 14

An organization is transitioning to agile delivery, and a new team has been assembled. A project is not going well because the variation of the team velocity is very high and every sprint delivers less than committed. A new project lead with a strong technical background has been assigned to the project.

What should the project lead do?

- A. Ask that estimations be provided only by senior developers.
- B. Recommend a different estimation method in the retrospective.
- C. Allocate more time for estimation in the sprint planning.
- D. Review and update the estimations in the daily standup.

Correct Answer: B

Section:

QUESTION 15

A project team member just informed the project manager that the license for the software that the team uses to perform calculations has just expired. As a result, the team cannot continue with their project tasks.

What should the project manager do first?

- A. Issue a formal complaint to the project sponsor claiming a lack of proper tools.
- B. Ask the team members to find an alternative way to perform calculations.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Meet with the IT team to evaluate how fast the software license can be renewed.

Correct Answer: C

Section:

QUESTION 16

During a monthly review meeting, a high-performing team member raised a concern about the quality feedback mechanism. The team member expressed that they are not able to deliver high- quality output. What should the project manager do first?

- A. Request feedback from stakeholders about the quality delivery.
- B. Assign the work in consultation with the functional manager.
- C. Discuss this with the team and review the quality process.
- D. Assign the work based on the skill sets of team members.

Correct Answer: D

Section:

QUESTION 17

A member of the project team always extends discussion topics, taking more time than necessary during project team meetings. Other team members feel this member is not being considerate of their time. What should the project manager do?

- A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.
- B. Ask this member to only discuss the current topic to achieve team efficiency.
- C. Ask the team to accept the input from this particular member as their input may be useful.
- D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

Correct Answer: A

Section:

QUESTION 18

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns. Which scheduling method should the project manager use to develop the schedule?

- A. Analogous scheduling
- B. Three-point scheduling
- C. Iterative scheduling
- D. Parametric scheduling

Correct Answer: C

Section:

QUESTION 19

A company recently adopted agile to develop innovation projects. The project manager is experiencing problems with some team members who consider some agile ceremonies to be unnecessary. What should the project manager have done before the beginning of the project?

- A. Prepared an inception deck and clearly explained the purpose of agile ceremonies and their benefits to the project.
- B. Discussed with the project sponsor about convincing the team to adopt the agile ceremonies as part of their routine.
- C. Discussed with the product owner and requested assistance by requiring the adoption of agile ceremonies.
- D. Conducted a survey to determine if the team was willing to adopt agile ceremonies on the current project.

Correct Answer: A
Section:

QUESTION 20

A company routinely outsources resources for specific core activities. Due to a sudden, unforeseen risk, all of the team members are needed to work remotely, including the outsourced ones. How can the project manager address this challenge to assure outsourced vendors deliver?

- A. Develop a new strategy for communication and management of resources.
- B. Review the risk management plan for the mitigation activities.
- C. Review the coordination and communication costs with the supplier.
- D. Submit a change request to increase the contingency budget.

Correct Answer: A
Section:

QUESTION 21

DRAG DROP

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments. Match the team role on the left to the correct training course on the right.

Select and Place:

Team Role

Development Team

Scrum Master

Product Owner

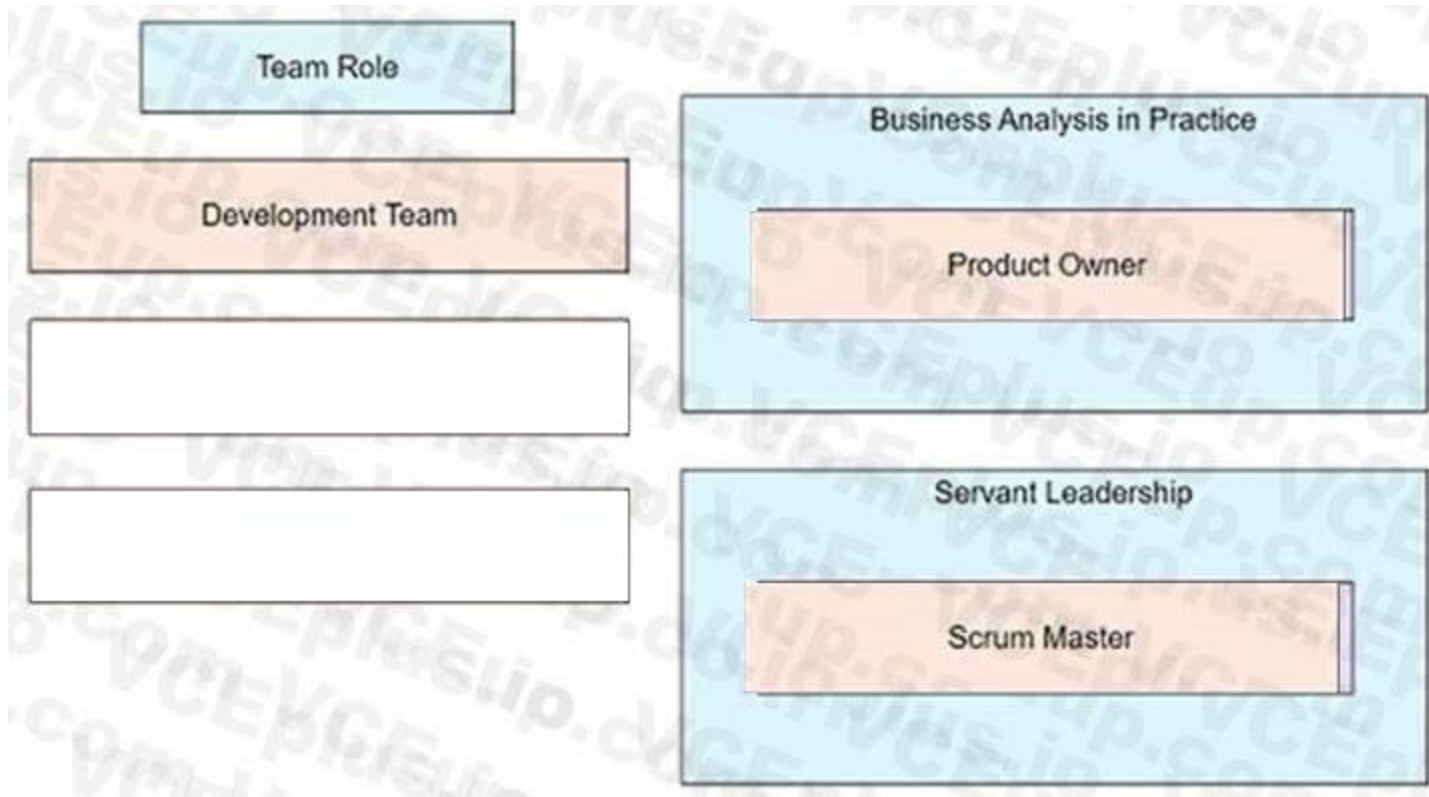
Business Analysis in Practice

Team Role

Servant Leadership

Team Role 1

Correct Answer:



Section:

Explanation:

QUESTION 22

DRAG DROP

A project team has developed the initial schedule using a network diagramming method and has arrived at the overall project duration. Upon examining the schedule, the project manager finds that there are several activities that may require buffers to mitigate or eliminate potential scheduling conflicts.

Select and Place:

Terms	Explanation
Parkinson's Law	Workers are reluctant to finish tasks early so as not to communicate their efficiency and set precedents for future tasks.
Self-Protection	An activity is not ready to start and the preceding activity finishes early, resulting in lost time between activities.
Student Syndrome	Procrastination in starting activities can use up valuable slack built into the activity duration.
Dropped Baton	Workers use all the time allocated for an activity regardless of how long it actually takes to complete the task.

Correct Answer:

Terms	Explanation
	Self-Protection
	Dropped Baton
	Student Syndrome
	Parkinson's Law

Section:

Explanation:

Explanation:

QUESTION 23

Project A is critical for the company and must be completed within nine months. The project charter has been signed but the project scope statement has not been prepared. Management asks the project manager to move forward with the project without an approved project scope statement.

What should the project manager do next?

- A. Escalate the issue to the project sponsor and add it to the risk register
- B. Refuse to work on the project because management is not following standard project management practices
- C. Meet with management to explain the potential problems with running a project without a project scope statement
- D. Start the project with inputs from the project charter to save time

Correct Answer: C

Section:

QUESTION 24

A project manager is starting a project using a hybrid approach and notices some team members only have knowledge of predictive approaches.

What does the project manager need to do first in order to have good project performance?

- A. Coach those team members lacking hybrid knowledge to learn on the job.
- B. Change the team to include hybrid experts.

- C. Assess the required training per team member.
- D. Deliver hybrid training to all team members.

Correct Answer: C

Section:

QUESTION 25

While reviewing prototypes, the quality team found some deviations that do not affect the mam functionality but have the potential to be an issue in the future. To avoid major problems in the future, the team recommends corrective actions that will require additional funds. The project is already struggling to stay on budget and has even used some of the contingency reserves.

What should the project manager do?

- A. Ask the product designer why the deviation was not considered in the design phase
- B. Report to the project sponsor that the product is working and the project is struggling with the budget
- C. Evaluate and initiate the change request process with the stakeholders
- D. Ask the quality team to discard the sample and test again with a new sample

Correct Answer: C

Section:

QUESTION 26

A team has been struggling with various issues during the course of an iteration. The project lead facilitates a discussion of the issues and the team forms new team agreements. During the next iteration, some of the same issues appear again.

What should the project lead do next?

- A. Notify senior management of the issues, and have them review the importance of agreements with the team
- B. Challenge the team to determine if the issues surfaced again because agreements were not followed
- C. Post the agreements in a conspicuous place where all of the team members can see them
- D. Let the team self-organize and determine the best means to prevent the issues from occurring again

Correct Answer: C

Section:

QUESTION 27

A technical subject matter expert (SME) identifies an occurrence that should be captured in the project's lessons learned. The SME asks the project manager to write, document and include it in the lessons learned register.

What should the project manager do?

- A. Assign the documenting task to a project team member.
- B. Ask the SME to document and capture the occurrence.
- C. Request the SME to wait until the project closure phase.
- D. Take ownership of documenting this information.

Correct Answer: D

Section:

QUESTION 28

During the course of a project, the project manager wants to ensure that the work carried out and the product being created do not deviate from the prescribed business value.

What should the project manager pay special attention to in order to achieve this goal?

- A. Reviewing and updating the requirements management plan
- B. Carrying out quality audits and failure analyses
- C. Monitoring the work breakdown structure (WBS)
- D. Monitoring and updating the benefits realization plan

Correct Answer: D

Section:

QUESTION 29

The project manager has observed that two team members have been arguing with each other openly at meetings. To push their ideas through, each team member individually spoke with the sponsor directly and made decisions without informing the project manager or other team members.

What two actions should project manager take? (Choose two.)

- A. Ask the team members to work it out themselves
- B. Discuss this situation with other project managers and ask for advice
- C. Reiterate ground rules at the next meeting and ensure that all team members are clear about these rules
- D. Address the behavioral issue with each team member
- E. Discuss the behavior directly with their managers and request them to correct the behavior

Correct Answer: C, D

Section:

QUESTION 30

The project sponsor on an agile project informed the project lead that an executive would like an update on the project's progress.

What should the project lead do?

- A. Provide a link to the project's shared drive for the executive to search through for any artifacts that are of interest
- B. Invite the executive to the project's meeting space to determine if the project information radiators meet their needs
- C. Reach out to the project management office (PMO) for status report templates and provide project updates in that format
- D. Ask the project sponsor or product owner to provide an update since the project lead should be trying to keep the team free from impediments

Correct Answer: B

Section:

QUESTION 31

A project manager is leading a meeting with key stakeholders, the project sponsor and the product owner to define the features that will be released after the next iteration. The purpose of the meeting is to review the product backlog prioritization, considering that during the past iteration some deliverables were not completed.

Which two items should be taken into account first to review and update the product backlog priorities during the meeting? (Choose two.)

- A. Complexity and the cost of development
- B. Industry trends and the technical approach
- C. Cost of delaying some features against business value
- D. Reusing components from another product
- E. Length of time each feature has been on the backlog

Correct Answer: A, C

Section:

QUESTION 32

A project manager led the implementation of an electronic invoicing project that has just been completed. The financial manager communicated that the team discovered three invoices with errors. Which two documents should the project manager update as soon as possible? (Choose two.)

- A. Issue log
- B. Risk register
- C. Stakeholder register
- D. Change log
- E. Backlog register

Correct Answer: A, B

Section:

QUESTION 33

During an iteration of a project, a planned activity becomes more complex. The work should be delivered in the shortest time possible. What approach should be used in this situation?

- A. The team facilitator gets support from external team members.
- B. The team members bring in a specialist to help them
- C. The product owner moves it to the product backlog.
- D. The cross-functional team member work together to complete the activity

Correct Answer: D

Section:

www.VCEplus.io

QUESTION 34

A multinational company has a plan to expand their business into a new country where they currently have no presence. A project manager is assigned to initiate this project. After reviewing the business case, what should be considered first when developing an appropriate implementation strategy?

- A. Acquire project resources from the new country to mitigate the risk of uncertainty
- B. Evaluate the environmental and regulatory factors and identify high-level risks and assumptions
- C. Identify and monitor the risks closely since the company does not have lessons learned for this country
- D. Ensure that project sponsors are in agreement on the project deliverables and timeline during the project

Correct Answer: B

Section:

QUESTION 35

A project manager is assigned to lead a newly formed agile team. The functional manager has assigned tasks to team members, but the team members do not feel empowered. How can the project manager promote empowerment and accountability among the team?

- A. Assign the tasks individually based on the role of the team member to ensure expertise on the subject.
- B. Encourage and assign the team to perform demos of their products or software with the customers
- C. Give the team autonomy to make their own decisions on how to perform the tasks
- D. Encourage the team to keep the product owner involved when choosing ways to resolve the given task

Correct Answer: C

Section:

QUESTION 36

A project manager who is managing a critical project in a multinational company is conducting a progress meeting with all team members. During the meeting, one of the team members states that they are facing a critical problem that will prevent them from completing their assigned task.

What should the project manager do?

- A. Ask the team member to follow the approved communications management plan to communicate their issue
- B. Schedule a meeting with the concerned team member to review and update the issue log together
- C. Review the risk register with the team member to find the proper response action for this issue
- D. Ask the team member to raise a change request to assess the issue in detail

Correct Answer: B

Section:

QUESTION 37

During the last sprint review the product owner stated that the product does not deliver any value.

The project manager believes that the product meets all the provided specifications. The team is confused by the product owner's statement.

What should the project manager do when using a hybrid approach?

- A. Escalate the matter to the executive board so they can decide on next steps
- B. Prioritize the project backlog and ask the development team to fix the issues
- C. Review the project's benefits management plan with the product owner
- D. Ask the product owner to terminate the project as it is no longer aligned to the expected benefits

Correct Answer: C

Section:

QUESTION 38

A geographically distributed project team has development issues between the collocated and virtual teams causing productivity to decrease.

What should the project manager do to address this issue?

- A. Force the team members to work from one location
- B. Develop protocols for resolving conflicts between team members
- C. Obtain special expertise to advise the team members
- D. Set up face-to-face meetings with project team members

Correct Answer: B

Section:

QUESTION 39

A Scrum team has committed to delivering a specific capability in their first release. Multiple operational issues have prevented the developer from delivering key capabilities. The technical lead has also given notice that they are resigning from the company.

What should the project manager have the Scrum team do to recover from these issues?

- A. Review constraints in the ongoing sprint planning and evaluate options for the release plan
- B. Stop the sprint and replan and prioritize the backlog to reduce resource levels

- C. Consult the resource management plan for an appropriate response
- D. Continue with existing sprint plans to ensure some of the scope will be delivered

Correct Answer: A

Section:

QUESTION 40

A project manager is leading a large-scale project that involves 70 stakeholders. The project manager has heard various comments and expectations from the customers, some of which are contradictory. Consequently, some requirements are not clear.

What should the project manager do to build consensus regarding the requirements?

- A. Escalate the issue to the management team for their review and guidance
- B. Create a survey template to collect feedback from stakeholders to reach an agreement
- C. Organize a face-to-face meeting with all stakeholders to understand their interests and concerns
- D. Leverage expert judgment to determine the requirements that should be considered

Correct Answer: C

Section:

QUESTION 41

A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies procedures, and guidelines for this type of project.

What should the project manager do first to determine a governance approach for the project?

- A. Consult a subject matter expert (SME) as to the best governance policies, procedures, and guidelines to be used by the project
- B. Consult with team members and stakeholders to determine whether the organization has any informal governance policies procedures, and guidelines
- C. Choose either a predictive or agile framework best suited to the nature of the project, and use this framework as the basis for project governance policies, procedures, and guidelines
- D. Coach the self-managing team to produce tailored governance policies, procedures and guidelines for the project

Correct Answer: B

Section:

QUESTION 42

A key project stakeholder who was a big supporter and motivator for the project team is leaving the organization. The project team is experiencing low morale and poor teamwork.

What should the project manager do to improve morale?

- A. Identify the wants and aspirations of the team
- B. Build team connections and emotional bonds
- C. Forge consensus through team participation
- D. Set goals and push the team to achieve the goals

Correct Answer: A

Section:

QUESTION 43

A project manager is appointed for the deployment of a new solution. The solution will be integrated into the environment by a third-party vendor. This vendor just announced a delay in delivering a key component, which will impact the project schedule.

What should the project manager do?

- A. Ask for expedited delivery of the component to mitigate the risk of schedule delays
- B. Ensure that relevant stakeholders and expectations are identified and assess the component delay
- C. Perform a detailed analysis of the release content for each component of the solution
- D. Propose a new design of the solution maw the external component with an internal one

Correct Answer: B

Section:

QUESTION 44

A project manager and protect team are developing a strategic approach to engage the internal and external stakeholders. Which approach should be followed?

- A. Analyze both internal and external stakeholders and develop a customized engagement strategy for each stakeholder
- B. Schedule status meetings with all stakeholders to allow their participation in all project discussions and reports
- C. Classify all high-risk stakeholders and request that the protect sponsor communicate directly with them
- D. Involve only the internal stakeholders as the external stakeholders should not have access to confidential information

Correct Answer: A

Section:

Explanation:

Developing and customizing a strategy could include a meeting with all stakeholders. Not to mention, inviting everyone to a meeting will likely not get everyone in attendance. In many cases, you may have to seek out and find that stakeholder thats holding your project back for one reason or another.

Explanation:

www.VCEplus.io

QUESTION 45

A distributed protect team wants to use the common ground principle to ensure that they have a common understanding of the scope. The team asks the protect lead to set up a workshop. What should the project lead do?

- A. Ask the senior members of the development team to elaborate on the scope in detail
- B. Invite participants to the workshop with sufficient lead time to prepare
- C. Reduce the number of participants to ensure that consensus is reached easier
- D. Provide the participants with specific instructions and sot the expectations

Correct Answer: D

Section:

QUESTION 46

A client mentioned that in the past 2 months, they have not been invoiced for completed work. The client has communicated that they will release the funds for other activities it the invoices are not sent. What should the project manager do next?

- A. Work with the client and agree on a schedule to provide them with the invoices
- B. Reach out to the billing team and instruct them to issue the invoices immediately
- C. Review the previous billing information and prepare a corrective action plan
- D. Communicate and inform the client to go ahead and release the funds

Correct Answer: C

Section:

QUESTION 47

Midway through the execution of an agile protect there is a shift in the strategic objectives at the organization level to promote digital transformation. What should the project manager do next?

- A. Schedule a meeting with the team to assess the impact of the change
- B. Escalate to the product owner and cancel the upcoming iterations
- C. Prepare a user story to handle the change and assign it to the next iteration
- D. Update the risk-prioritized backlog with the strategic change

Correct Answer: A

Section:

QUESTION 48

A project manager is assigned to a project that will improve the business operations for a trading firm. The project team has just completed the discovery phase and needs to make a presentation to the business team in 4 weeks to showcase the feasibility of the solution. How should the project manager advise the team to proceed?

- A. Develop a conceptual framework.
- B. Develop a request for proposal (RFP).
- C. Develop a prototype.
- D. Develop a minimum viable product (MVP).

Correct Answer: C

Section:

QUESTION 49

Project reviews are done regularly in a project. The team has encountered a critical technical issue that will be discussed in the next project review. Who should the project manager invite to the review for an effective decision on the way forward?

- A. Internal team
- B. Project team
- C. Management team
- D. End user team

Correct Answer: A

Section:

QUESTION 50

A project manager is initiating an agile project for which some external components will be delivered by vendors. One of the vendors, however, will be unable to deliver its component in an incremental, collaborative way. How should the project manager handle this situation?

- A. Submit a request to the project sponsor to have the vendor replaced with a vendor who can work following an agile approach.
- B. Ask the project management office (PMO) to abandon using an agile approach on the project to accommodate the vendor.
- C. Have the vendor deliver the component using another approach, then integrate it into the project without changing the overall agile approach.
- D. Ask the product owner to move the component to the product backlog to be addressed after the work using an agile approach has been completed.

Correct Answer: C

Section:

QUESTION 51

A project manager is leading a team that is geographically dispersed. The team needs to collaborate and finalize the monthly reports. Occasionally, meetings occur during the weekends due to the time differences. Team members have expressed that they do not want to work on the weekends.

What should the project manager do?

- A. Take over the activity and deliver the reports whenever work is required on a weekend.
- B. Avoid reporting during the months that team members would need to work on the weekend.
- C. Remind the team members of their governance responsibilities documented in the team charter.
- D. Communicate to the project stakeholders that the reports will be delayed certain months of the year.

Correct Answer: C

Section:

QUESTION 52

A critical deliverable for the current iteration is giving the team difficulties. Functionality and quality issues are constantly emerging and delaying iteration progress.

The project manager listens to the team's concerns and discovered that the work is not being well coordinated among the team members.

Which two actions should the project manager take to handle this situation? (Choose two.)

- A. Develop a team performance report to discuss in the next retrospective meeting.
- B. Provide clear instructions on how the work should flow among the team members.
- C. Schedule an iteration backlog refinement meeting to understand the issues.
- D. Set up one-on-one meetings to provide feedback to the team members.
- E. Prioritize the issues, focusing on the ones affecting the iteration goal.

Correct Answer: C, E

Section:

QUESTION 53

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who used to be a high performer was not able to complete their work on time.

What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member's manager to provide more training.
- C. Talk to the team member and a human resources (HR) representative.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

Correct Answer: A

Section:

QUESTION 54

An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery.

What should the project manager do first?

- A. Review the risk register and assign functional managers as resources.
- B. Perform an analysis of the key cost drivers and present alternatives.
- C. Analyze the resource pool and assign internal resources who participated in past projects.
- D. Review the work breakdown structure (WBS) to ensure there are adequate resources.

Correct Answer: B

Section:

QUESTION 55

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Support the team to move both items to the next sprint when the team will know more.
- B. Prioritize the item flagged as high business value and low complexity for this sprint.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

Correct Answer: C

Section:

QUESTION 56

A project manager meets with the development team to estimate the time required to complete a software application. The software developers are new to the company, and they have never developed a similar application. Which estimation technique should the project manager recommend?

- A. Analogous estimating
- B. Parametric estimating
- C. Planning poker
- D. Three-point estimating

Correct Answer: D

Section:

QUESTION 57

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was done, a project charter was completed and approved with one location only.

What should the project manager do?

- A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.
- B. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.
- C. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.
- D. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.

Correct Answer: B

Section:

QUESTION 58

A project is on its fifth iteration out of six. One member of the team has left the company unexpectedly. What should the project manager do next?

- A. Take on some of the necessary work to minimize the impact.
- B. Invite the stakeholders to discuss a mitigation plan.
- C. Detail the reason for the project delay in the status report.
- D. Register an issue and escalate it to the project sponsor.

Correct Answer: B
Section:

QUESTION 59

A construction company is executing a building contract that includes firm milestones for replacing certain components of the building. During execution, the client complains that the new components do not meet the requirements. What should the project manager have done to prevent this from happening?

- A. Continuously communicated the changes in the work plan and the agreement to the client
- B. Defined acceptance criteria in a quality checklist agreed upon before starting the build phase
- C. Provided compensation for issues due to the variance in the agreed-upon requirements
- D. Approved a detailed change management process before starting the build phase

Correct Answer: B
Section:

QUESTION 60

An agile team is in the early phases of the development cycle for a project; however, they have already begun to deliver functionality to the customer. The team has identified risks to the project and are working on developing the mitigation strategy. What should the project manager do next?

- A. Escalate the risk to the project sponsor and steering committee.
- B. Implement the risk mitigation strategy according to the highest impact.
- C. Incorporate and prioritize the risks in the risk register according to impact.
- D. Determine if any of the new risks have any financial impact.

Correct Answer: C
Section:

QUESTION 61

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time. What should the project manager have done to avoid this situation?

- A. Confirmed that the stakeholder was made aware of the delivery delay.
- B. Communicated with the stakeholder directly regarding the delivery delay.
- C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.
- D. Ensured that the team member did not communicate directly with the project stakeholder.

Correct Answer: A

Section:

QUESTION 62

After sending an on-site meeting invitation to seven people for the kick-off meeting of a project, a key stakeholder declines because they will be at another location for the rest of the month. What should the project manager do?

- A. Change the kick-off meeting to a virtual meeting so all can attend at the same time.
- B. Hold the kick-off meeting with the rest of the stakeholders to avoid a delay in the project.
- C. Reschedule the kick-off meeting for the following month so all can attend on-site.
- D. Make arrangements for the stakeholder to join the kick-off meeting virtually.

Correct Answer: D

Section:

QUESTION 63

At the end of a project, the project manager was asked to provide a performance rating of the project team members. What should the project manager mainly make reference to?

- A. Input from project stakeholders
- B. Feedback from the project sponsor
- C. Agreed-upon key performance indicators (KPIs)
- D. Competencies of team members

Correct Answer: C

Section:

QUESTION 64

A project manager prepared a project benefits management plan. Which of the following should be included in this document?

- A. Strategic alignment, benefits owner, risk register
- B. Target benefits, benefits owner, lessons learned
- C. Project requirements, target benefits, issue log, metrics
- D. Target benefits, strategic alignment, time frame for realizing benefits

Correct Answer: D

Section:

QUESTION 65

In a global project, the main definitions were developed in country A, and the delivery of the project will be completed in phases in countries B, C, and D. Country B discovers that one of the legal requirements was not addressed.

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

- A. Managed risk mitigation strategies specific to each country.
- B. Asked procurement to assign resources located in each country.
- C. Selected countries that had similar regulatory requirements.

www.VCEplus.io

D. Identified the regulatory differences among the countries.

Correct Answer: D

Section:

QUESTION 66

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Escalate to management for approval since the change was not included in the original requirements.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Give the change to the scrum master to investigate how much additional effort the change will require.
- D. Validate the requirement change with the product owner and development team before redefining the scope.

Correct Answer: D

Section:

QUESTION 67

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Verify the production budget before advancing the product.
- B. Evaluate the quality checklist for product compliance.
- C. Review the approved exit criteria for the product.
- D. Test product integration in accordance with the requirements.

Correct Answer: B

Section:

QUESTION 68

A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.

What should the project manager do?

- A. Invite the Scrum team members as optional participants.
- B. Ask the Scrum team members to share retrospectives.
- C. Invite the Scrum team members as mandatory participants.
- D. Ask the scrum master to attend the workshops.

Correct Answer: B

Section:

QUESTION 69

An agile project for a database migration impacts nearly all business units of the corporation.

Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price.

What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.

- B. Switch to a predictive approach to prevent any further delays to completion.
- C. Reprioritize the backlog based on story size and competence availability.
- D. Remove low-value items from the backlog to compensate for the higher cost.

Correct Answer: D

Section:

QUESTION 70

A project manager is leading a product feature rollout that will gain more subscribers for a video- streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns.

What can the project manager do to demonstrate the feature integration?

- A. Include the business stakeholders in the iteration review.
- B. Involve business stakeholders in the iteration retrospective.
- C. Create a task for the iteration review and add it to the backlog.
- D. Review the backlog in detail with the business stakeholders.

Correct Answer: A

Section:

QUESTION 71

A project is on its second iteration out of six. The team realizes that a key deliverable will depend on the acquisition of a new device.

What should the project manager do?

- A. Invite the stakeholders to discuss prioritization of a new deliverable.
- B. Detail the reason for the deliverable delay in the status report.
- C. Register a risk and escalate it to the project sponsor.
- D. Include the responsibility for acquisition with the core team.

Correct Answer: A

Section:

QUESTION 72

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget.

What should the project manager do?

- A. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- B. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Update the basis of estimates and the cost management plan to track the additional funding required for testing.

Correct Answer: C

Section:

QUESTION 73

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?

- A. Discuss ground rules with the team that will include daily meetings.
- B. Agree on a new time and reschedule the daily standups.
- C. Use one-to-one virtual meetings because they are more efficient.
- D. Ask senior management for coaching regarding this situation.

Correct Answer: A

Section:

QUESTION 74

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

- A. Organizational process assets (OPAs)
- B. Quality process
- C. Project charter
- D. Quality management plan

Correct Answer: D

Section:

Explanation:

The manager is aware of the organization standards, so he needs to review the quality management plan to see why they have not been included in the plan. It is not about what the standards are, it is about why deliverables are not satisfying those standards.

Explanation:

www.VCEplus.io

QUESTION 75

A project manager is assigned to a multiyear project. During project execution, the customer delegates a new representative who contacts the project manager directly with a concern about their participation in status meetings. The representative wants to contact team members directly.

What should the project manager do next?

- A. Send the new representative the approved project management and communications management plans.
- B. Reach out to the customer directly for assistance in incorporating the new representative into the project management plan.
- C. Meet with the new representative to determine their understanding of the project and address their concerns.
- D. Meet with the project sponsor to discuss how to incorporate the new representative in the project.

Correct Answer: C

Section:

QUESTION 76

A team is preparing the closing phase and building a plan for the next phase. One of the project sponsors is complaining that the last phase had some quality deliverable issues. However, the quality acceptance document was signed.

What should the project manager do?

- A. Postpone the next project phase until the impact of the quality issues is assessed.
- B. Reopen the quality acceptance documentation to add the sponsor's complaints.
- C. Schedule a quality review meeting and include the sponsor's complaints.
- D. Review best practices and lessons learned and apply them to the project plan.

Correct Answer: C

Section:

QUESTION 77

A project manager is tasked with developing a coaching model to support and recognize team members' growth. What should the project manager consider when defining their coaching strategy?

- A. Individual and personal objectives
- B. Organization's strategic goals
- C. Established patterns of communication
- D. Project team's shared objectives

Correct Answer: D

Section:

QUESTION 78

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle. What should the project manager do next?

- A. Move the dependent task to the next iteration.
- B. Guide the team to determine alternatives.
- C. Escalate the issue to the company's IT manager.
- D. Escalate the issue to the project sponsor.

Correct Answer: B

Section:

QUESTION 79

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and follow-up calls with key stakeholders. The team seems to be disengaged. How should the project manager approach this situation?

- A. Reduce the number of internal and external meetings.
- B. Schedule one-to-one meetings and team-building meetings.
- C. Review team assignments and reduce the workload.
- D. Give the team members a few days off to reduce stress_

Correct Answer: B

Section:

QUESTION 80

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws. What should the project manager have done to prevent this?

- A. Appointed a senior environmental compliance officer to report directly to the project manager.
- B. Approached the regulator for a partial waiver in light of the environmental importance of the project.
- C. Incorporated sufficient schedule reserves based on similar delays in past projects.

www.VCEplus.io

D. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.

Correct Answer: D

Section:

QUESTION 81

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time. What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Document the project issue and provide options.
- C. Create a risk and assign remediation actions.
- D. Cancel all of the on-site training sessions.

Correct Answer: B

Section:

Explanation:

As a project manager you don't just make one-way decisions. It should always be a collaborative decision. Option A is forcing. Option B is providing options for a team meeting to go over the options and hear out other team members. Also, not able to fulfil the acceptance criteria is an issue for successfully completing the project. PM needs to document the issue and have a discussion with the team.

Explanation:

QUESTION 82

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future.

What should the project manager do?

- A. Perform schedule analysis.
- B. Perform quality control analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

Correct Answer: C

Section:

QUESTION 83

A project has been reporting a declining schedule performance index (SPI) for the past four reviews. No corrective action is under development, and the project team does not seem concerned.

What should the project manager do first to address the SPI trend?

- A. Notify the project stakeholders that the scope needs to be reduced in order to hold the costs within budget.
- B. Engage with the project team to create a plan that will deliver benefits on a defined and incremental basis.
- C. Contact the project sponsor to let them know you require more resources to meet the schedule.
- D. Meet with the project scheduler to rebaseline the project using a more realistic schedule.

Correct Answer: B

Section:

QUESTION 84

A highly critical project is in jeopardy due to missing professional resources.

What should the newly assigned project manager do first?

- A. Find available professionals within the organization to fill the gaps.
- B. Determine the possibility for team members to split up the required tasks.
- C. Allocate funding for seeking external professionals to fill the gaps.
- D. Request additional budget for team training for the missing expertise.

Correct Answer: A

Section:

QUESTION 85

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations.

What should the project manager do next to address this issue?

- A. Obtain and implement the sponsor's recommendations for a solution.
- B. Ask the team members to proceed independently while examining needs and alternatives.
- C. Place a hold on activities until the team can resume the work on-site.
- D. Halt all processes until procurement and implementation of solutions are completed.

Correct Answer: B

Section:

QUESTION 86

A project team is performing a post-release evaluation of a product that requires detailed feedback from seven stakeholders. Six of the stakeholders have promptly provided feedback. One of them has not provided any feedback despite numerous requests from the team.

What should the project manager do in this situation?

- A. Explain to the sponsor why the reluctant stakeholder needs to provide feedback.
- B. Host a meeting with the reluctant stakeholder and project team to resolve any conflict.
- C. Meet with all seven of the project stakeholders and request all of their feedback.
- D. Schedule a meeting with the reluctant project stakeholder to obtain their feedback.

Correct Answer: D

Section:

QUESTION 87

A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group.

The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?

- A. Ensure that people care about each other and work effectively together through effective team management.
- B. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.
- C. Establish a productive environment where all team members can assist one another with the workload.
- D. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.

Correct Answer: D

Section:

QUESTION 88

A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated. What should the project manager do?

- A. Ask for help to increase the team capacity to deliver on time.
- B. Ask for a project extension to deliver the committed scope.
- C. Update the issue log and escalate the problem to the project sponsor.
- D. Review the options and possible solutions with the project team.

Correct Answer: D

Section:

QUESTION 89

A project charter has been approved and the project manager has been assigned to the project. The project manager is currently working with the project team to subdivide the project work packages. What is the project manager doing?

- A. Resource leveling
- B. Work breakdown structure (WBS)
- C. Decomposition
- D. Network diagram

Correct Answer: C

Section:

www.VCEplus.io

QUESTION 90

A large matrix organization is adopting a new communications approach. This is necessary because their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions.

What should the project manager do to set up effective communications?

- A. Focus on the recipients' needs and not the information itself.
- B. Use the highest possible technical language and avoid using metaphors.
- C. Ensure that messages sent to the recipients are delivered.
- D. Plan on transmitting the information in an easily understandable manner.

Correct Answer: D

Section:

QUESTION 91

A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project. Who should determine which artifacts should be used in the project?

- A. The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- B. The project manager and project management team should use the standard project artifacts from the database.
- C. The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- D. The project manager and the project management team should select the appropriate artifacts for use in the specific project.

Correct Answer: D

Section:

QUESTION 92

An organization is using a hybrid delivery approach for a business project. The product owner, the person who was also managing the project, was promoted to a more senior role. A new project lead has joined the project. Which artifact should the project lead use to ensure that the project benefits have been identified?

- A. Statement of work (SOW)
- B. Business case
- C. Product backlog
- D. Solution architecture

Correct Answer: B

Section:

QUESTION 93

A multiyear resource constraint project is midway through the execution phase. During a progress update meeting, it has been determined that there might be a schedule delay to deliver the project. The project manager has observed that all of the team members are working hard and lots of deliverables have already been completed.

What should the project manager do immediately about this situation?

- A. Register the schedule risk and present the new resources requirement to the change management board for schedule recovery.
- B. Prepare a monthly report by highlighting the completed deliverables and communicate the delay to management.
- C. Ask the project planner to identify the critical path and respective delayed activities, and then investigate the reasons for the delay.
- D. Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team.

Correct Answer: C

Section:

QUESTION 94

An organization embarking on a significant transformation initiated a project to improve and document business processes. One of the objectives of the project is to implement agile project delivery.

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will be delivered with very low risk to the organization.
- C. Projects will deliver early and use value based on priority.
- D. Projects will be delivered with significant cost savings.

Correct Answer: C

Section:

QUESTION 95

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders.

What should the internal project manager do first?

- A. Host an alignment session with stakeholders to formalize the project requirements.
- B. Develop a user acceptance testing plan to ensure the quality of the deliverables.

- C. Communicate to the supplier that customer testing is required.
- D. Distribute the project plan to all of the interested parties.

Correct Answer: A

Section:

QUESTION 96

A distributed project team has communication issues because of their collaboration tools. The team feels that efficiency could be improved by changing the collaboration platform. What should the project manager do?

- A. Implement the communication tools used by other project teams.
- B. Escalate the issue to the sponsor and ask them to decide.
- C. Inform the project team to continue using the current tools.
- D. Discuss this with the project team and select the appropriate tools.

Correct Answer: D

Section:

QUESTION 97

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed. Which issue should the project lead focus on first?

- A. Recruiting, onboarding, and training new developers.
- B. Finding a new product owner to prioritize the product backlog.
- C. Developing a new contract for production support.
- D. Regulatory compliance issues discussed in the meeting.

www.VCEplus.io

Correct Answer: A

Section:

QUESTION 98

A project manager is leading a project team composed of members with varying levels of knowledge and experience. Some are experts and some have less than 1 year of experience. The project schedule was approved by the steering committee. What should the project manager do?

- A. Ask the less-experienced members to perform tasks exactly as they are instructed by the experienced members.
- B. Ask each experienced member to be the mentor to one of the less-experienced members.
- C. Ask the more experienced members to review all of the tasks performed by the less-experienced members.
- D. Ask the resource manager to replace the less-experienced members with more experienced team members.

Correct Answer: B

Section:

QUESTION 99

A project is currently in the execution phase. Because of the complexity of the project and the large number of regulatory requirements involved, the project manager decides to hold a management review with senior executives to ensure the successful implementation of project deliverables. What should the project manager review during the management review to ensure the meeting is effective?

- A. Specialized reports created specifically for the meeting as per directions from the project sponsor.
- B. Potential changes to the project's strategy and the feedback from senior executives.
- C. The deliverables that are performing well and those that need more work.
- D. Metrics and key performance indicators (KPIs) that objectively reflect the status of deliverables.

Correct Answer: D

Section:

QUESTION 100

During the service procurement process for a strategic project, only one bidder submitted a bid.

The price of the offer is significantly large and the project sponsor is not convinced that the return on investment (ROI) can be achieved.

How should the project manager address this issue?

- A. Analyze the bounds of negotiations for project agreements.
- B. Re-visit the project charter and seek other alternatives.
- C. Speak with the CEO and ask for their support to approve the offer.
- D. Proceed and issue the purchase order as this project is important.

Correct Answer: B

Section:

Explanation:

The project manager should first revisit the project charter and assess if the project goals and objectives can be met with other alternatives. This could include re-evaluating the project requirements, researching other suppliers and/or re-designing the project in order to reduce the cost. If all other alternatives are exhausted, then the project manager should seek approval from the project sponsor or the CEO to proceed with the purchase order.

Explanation:

QUESTION 101

A project manager leads a project that implements a new process throughout the organization.

The rollout is done in stages and the project manager planned a demonstration for the pilot business units. A manager from a business unit that is scheduled for a later date asks to be invited to the sprint review.

What should the project manager do?

- A. Refer the sprint review request to the project sponsor.
- B. Ask the manager to get an approval from the product owner.
- C. Invite the manager to the scheduled sprint review.
- D. Organize a special demonstration for the manager only.

Correct Answer: C

Section:

QUESTION 102

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two team members are not responding to the construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.

What should the project manager do to improve the situation?

- A. Ask the construction manager to meet with the two team members to resolve the situation.
- B. Discuss the team members' concern with the construction manager and seek solutions.

- C. Ask the team members to tolerate the cultural differences as they have a different cultural background.
- D. Provide the construction manager with instructions on how to resolve the situation.

Correct Answer: B

Section:

QUESTION 103

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement. What should the project manager do next?

- A. Escalate the issue of project impact to the product owner.
- B. Update the product backlog item with this new requirement.
- C. Escalate the issue of project impact to the project sponsor.
- D. Update the stakeholder register to include the requirement owner.

Correct Answer: A

Section:

QUESTION 104

A project manager analyzes the cumulative flow chart and identifies a bottleneck in the testing activities from a self-organizing team. After discussing it with the team, a gap related to testing skills is identified. What should the project manager do to address the issue?

- A. Support the team to identify an approach to resolve the problem.
- B. Ask the development team to slow down so the testers can catch up.
- C. Provide training to the entire team so they all will be able to perform tests.
- D. Onboard a new project team member who has testing skills.

Correct Answer: A

Section:

QUESTION 105

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two.)

- A. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- E. Discuss the conflict early among the affected team members using a direct, collaborative approach.

Correct Answer: B, E

Section:

QUESTION 106

During the execution stage, the project manager discovered that one team member is not able to complete their work on time and is running later than expected. This delay may potentially impact a project milestone. What should the project manager do first?

- A. Discuss with senior management and seek their guidance.
- B. Discuss with the team and assess the reasons that led to the delay.
- C. Request the team member's manager to find a solution.
- D. Assign more resources from other teams on the late work.

Correct Answer: B

Section:

QUESTION 107

A team has developed and tested new software to control airplanes during flights. There are several regulatory requirements that must be met. What should the project manager do to meet these requirements?

- A. Ask human resources (HR) to assign a compliance specialist to the team.
- B. Determine potential threats regarding compliance with the regulations.
- C. Measure the extent to which the project complies with the regulations.
- D. Validate that the software is compliant with standards and regulations.

Correct Answer: D

Section:

QUESTION 108

A project manager is assigned to a global project with dispersed team members. Previously, when working with remote teams, the project manager observed that team members do not tend to produce quality work. What should the project manager do to ensure the project is completed on time with quality?

- A. Meet with the team together and in one-on-one meetings to set clear, shared targets.
- B. Encourage the team to participate in a peer evaluation activity by the end of the project.
- C. Introduce the use of time sheets and ask team members to review and submit them regularly.
- D. Arrange regular team meetings for the team to update one another on the progress of their assigned tasks.

Correct Answer: D

Section:

QUESTION 109

By the end of the first sprint, a project lead notices that one of the team members is not performing very well. Which form of communication should the project lead use to handle the situation?

- A. Informal written communication, such as a friendly reminder
- B. Formal verbal communication, such as a conversation at the end of the sprint retrospective
- C. Formal written communication, such as an email with a copy sent to the manager
- D. Informal verbal communication, such as a conversation

Correct Answer: D

Section:

QUESTION 110

A project manager is leading a technically complex project. The project is part of a strategic program of work and the first to use an agile approach. One of the board members is interested in attending a meeting to see how the delivery of the project scope is progressing.

What should the project lead do?

- A. Invite the board member to a separate demo.
- B. Invite the board member to the next sprint review.
- C. Invite the board member to the next sprint retrospective.
- D. Invite the board member to the next daily standup.

Correct Answer: B

Section:

QUESTION 111

Project progress meetings occur via virtual conference calls. In every project progress meeting, one team member continuously interrupts others during discussions. Other team members often have no opportunity to talk or complete their explanations.

What should the project manager do?

- A. Start the meeting with a review of the ground rules, meeting objectives, and the agenda.
- B. Speak individually with the team member who always disrupts the conversations.
- C. Manage time efficiently using the agenda and ask each participant to contribute.
- D.

Correct Answer: A

Section:

Explanation:

What should the project manager do?

- A. Start the meeting with a review of the ground rules, meeting objectives, and the agenda.
- B. Speak individually with the team member who always disrupts the conversations.
- C. Manage time efficiently using the agenda and ask each participant to contribute.
- D. Speak individually with the team members who do not participate in conversations.

Answer: A

Explanation:

QUESTION 112

A project manager is working with team members and customers who are operating in multiple countries. The team is working on implementing a new technology that includes ambiguities, uncertainties, and unknowns, both in terms of technology and of the end-user expectations for this solution.

What should the project manager do to keep the stakeholders engaged?

- A. Use meetings as a communication channel.
- B. Use email as a communication channel.
- C. Use feedback and decision-making tools.
- D. Use a shared collaboration platform.

Correct Answer: D

Section:

QUESTION 113

A project has completed design activities ahead of schedule. Suddenly, the project manager is informed by a vendor that a deliverable may not meet the agreed delivery time frame due to a resource shortage. The internal team asked if they should continue to deliver as per the schedule.

What should the project manager do?

- A. Inform the project team that they may proceed at a more relaxed pace.
- B. Discuss with the project team alternative options to deliver as planned.
- C. Inform the project team that some of them will work for the vendor.
- D. Discuss with the team the need for longer hours to minimize the impact.

Correct Answer: B

Section:

QUESTION 114

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues. What should the project manager do?

- A. Discuss the suggestions with the staff responsible for the compliance issues.
- B. Review this with the project sponsor to avoid compliance gaps and issues.
- C. Log the feedback from the compliance gaps in the lessons learned register.
- D. Use the compliance issues to identify coaching and mentoring opportunities.

Correct Answer: A

Section:

QUESTION 115

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A. Technical complexity
- B. Business value
- C. Risk to delivery
- D. Estimation accuracy

Correct Answer: B

Section:

QUESTION 116

A project manager is leading a hybrid project that is building an app for a travel industry startup.

Due to unforeseen events, the features and the overall solution will not be useable by many customers due to new travel restrictions.

What should the project manager do first?

- A. Release the team and help them achieve their potential on a new project.
- B. Pause the project if business value cannot be reached and collect lessons learned.
- C. Assess the environmental changes and recommend a pivot for the project.
- D. Ask the organization's management for advice regarding the project's direction.

Correct Answer: C

Section:

QUESTION 117

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders. How should the project manager communicate with the local community?

- A. Email
- B. Meetings
- C. Newspapers
- D. Social media

Correct Answer: B

Section:

Explanation:

It's important for the project manager to meet with the local community in person to share the good news and address any concerns they may have. This will help to build trust and strong relationship with the community. Additionally, some people in rural areas may not have regular access to email or internet, so it's important to consider other means of communication. And holding a meeting will be the best option to reach all stakeholders.
Explanation:

QUESTION 118

During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project. What should the project manager do?

- A. Explain to the key stakeholder the way in which the project team communicates information.
- B. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.
- C. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.
- D. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.

Correct Answer: B

Section:

QUESTION 119

A software development project completed the initiation phase. The technical design was approved by the project steering committee. Later, it was discovered that the design will impact the company's production system. A new technical design must be found and this could delay the project by 3 months. What should the project manager do first?

- A. Set up a steering committee session to review the project delay.
- B. Continue with the approved design so that the project is not delayed.
- C. Log the technical design delay as a risk in the project risk log.
- D. Ask the steering committee to approve a new technical design.

Correct Answer: C

Section:

QUESTION 120

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?

- A. Ask the neighbor to submit a formal complaint about their concerns.

- B. Inform the neighbor that the complaint will be escalated to the project sponsor.
- C. Inform the neighbor that all of the project documentation has been approved.
- D. Ask the neighbor to leave the site immediately because the site is on private property.

Correct Answer: A

Section:

QUESTION 121

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

What should the project manager do?

- A. Create a change request for implementing an online collaboration tool.
- B. Distribute hard copies of status reports and confirm that messages were read.
- C. Perform a root cause analysis (RCA) of the existing communication approach.
- D. Ensure that all of the complaining stakeholders are on the distribution list.

Correct Answer: C

Section:

QUESTION 122

A project team is completing a design, while another team in a different country is performing implementation.

How should the project manager communicate the design to the implementation team?

- A. Upload the design documents into the project repository.
- B. Conduct a workshop with all of the stakeholders.
- C. Send a detailed email with the completed design document.
- D. Conduct a workshop with both of the teams.

Correct Answer: D

Section:

QUESTION 123

A key project team member is out on sick leave in the middle of a critical project iteration. The project sponsor learns that any delay with the end-of-iteration release will displease the business stakeholders. Although all team members are cross-functional, they are also working close to full capacity.

What should the project manager do to address this situation?

- A. Discuss this with the team so they can complete the work of the unavailable team member and aim for the release deadline.
- B. Discuss this with the team so they are able to reprioritize critical tasks and aim for the release deadline.
- C. Discuss this with the sponsor and hold a meeting with the stakeholders so all of the team challenges can be shared.
- D. Discuss the issues with the sponsor to fully convey the problem of the unavailable resource and the amount of work being done.

Correct Answer: B

Section:

QUESTION 124

A credit collection company is implementing new software to assist customer service agents when calling clients for payments. The software will benefit the company by freeing up staff to work on other projects. Several

business areas want to take advantage of this benefit.
What should the project manager do?

- A. Set up a stakeholder session with all teams to agree and document the benefits and establish ownership.
- B. Ask the project sponsor to make a decision on who will own the benefit and document the decision.
- C. Ask the project sponsor for approval to distribute the project benefits equally to the business areas.
- D. Request all of the business areas to plan for a portion of the benefit equally and include it in their staffing plans.

Correct Answer: A
Section:

QUESTION 125

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

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

Correct Answer: A
Section:

QUESTION 126

A project manager is working on an enterprise resource planning (ERP) implementation project that spans divisions within and outside the country. The project manager understands the importance of gate reviews and periodic checks. Which of the following should the project manager leverage?

- A. Project management plan
- B. Governance framework
- C. Integration plan
- D. Project management office (PMO)

Correct Answer: B
Section:

QUESTION 127

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Verify the production budget before advancing the product.
- B. Test product integration in accordance with the requirements.
- C. Renew the approved exit criteria for the product.
- D. Evaluate the quality checklist product compliance.

Correct Answer: D
Section:

QUESTION 128

An agile team is brainstorming and prioritizing all of the risks according to severity. What should the team do about the identified risks?

- A. Mitigate the risks that are applicable to the current and following iterations.
- B. Focus on the project deliverables rather than the documented risks.
- C. Agree that any issue can be handled when it becomes a problem.
- D. Acknowledge that the risks will be handled in the corresponding iteration.

Correct Answer: A

Section:

QUESTION 129

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

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

Correct Answer: C

Section:

www.VCEplus.io

QUESTION 130

A project has been successfully completed. The project was ahead of schedule, under budget, and delivered the expected benefits. The project sponsor was satisfied and distributed recognition certificates to key project team members.

However, the project sponsor accidentally forgot to issue a certificate to a key team member.

How should the project manager treat the missed key team member to avoid disappointment and demotivation?

- A. Invite the team member to lunch with the business leader and project sponsor.
- B. Thank the team member in a public meeting for their significant contributions to the project.
- C. Explain the situation to the team member and follow up with a reward and recognition for them.
- D. Request an additional recognition certificate for the missed team member from the project sponsor.

Correct Answer: C

Section:

QUESTION 131

A customized module is being implemented into an off-the-shelf enterprise resource planning (ERP) solution. The project scope has been clearly defined by the sponsor, and the project manager is close to starting user acceptance testing.

However, the newly elected government introduced a significant package of taxation reforms.

What should the project manager do?

- A. Contact the finance team and ask for advice.
- B. Put the project on hold and wait for information.

- C. Assess the potential impact with the project team.
- D. Continue with user testing as planned.

Correct Answer: C

Section:

QUESTION 132

A company operates on a 2-year budgeting cycle. The project manager has been assigned a high-visibility project to deliver a brand new, innovative capability. While the requirements for the new capability are defined, the solution design is only beginning. The project manager's boss is concerned that the final solution will exceed the budget for the project.

What should the project manager do next to anticipate the budget impacts of the solution?

- A. Apply earned value techniques that compare planned to actual value delivered at key points in the project.
- B. Develop a work breakdown structure (WBS) and perform activity-based cost estimating.
- C. Perform scenario planning on each of the solution designs and incorporate estimates into the next budgeting cycle.
- D. Consult colleagues at other companies and use historical information to predict the final cost.

Correct Answer: B

Section:

QUESTION 133

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

What should the project manager do?

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

Correct Answer: C

Section:

QUESTION 134

A project manager decided to use a highly adaptive approach to manage a large-scale project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members.

What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Explain the higher-level objectives to be assigned to the team.
- C. Review the budget with the team for the needed resources.
- D. Review lessons learned from similar projects with the team.

Correct Answer: B

Section:

QUESTION 135

In a software development project, some of the deliverables do not meet specific performance requirements.

What action should the project manager take?

- A. Review the issues with the project team to address the issues.
- B. Review the requirements traceability matrix at the next meeting.
- C. Report issues to key stakeholders and discuss follow up actions.
- D. Ensure compliance with the quality management plan.

Correct Answer: A

Section:

QUESTION 136

An experienced, high-performing team has two new team members. After several iterations with the new team members, the project manager noticed that the team's performance has decreased. What should the project manager do?

- A. Evaluate the two new team members.
- B. Replace the two new team members.
- C. Provide the team with a coaching session.
- D. Allow the teams to organize themselves.

Correct Answer: C

Section:

Explanation:

It could also be beneficial for the manager to provide a coaching session for the entire team to help them work together more effectively and address any issues that may be impacting team performance.
Explanation:

QUESTION 137

During a product demo with key stakeholders, the team identifies that one of the functionalities failed to perform as expected. What should the project manager have the project team do first to address the issue?

- A. Update the issue log and document the change
- B. Review the product specification requirements.
- C. Perform a root cause analysis
- D. Submit a change request for corrective action.

Correct Answer: C

Section:

QUESTION 138

An agile project manager has just been given a sizeable software development project to implement. Early in the initiation stage, the project sponsor requests an indication of time lines for delivery of the initial release. What tools should the agile project manager use to do these estimates?

- A. Product backlog, budget, resource management plan
- B. Budget, minimum viable product (MVP), retrospective notes
- C. Resource management plan, retrospective notes, backlog grooming
- D. Backlog grooming, product backlog, minimum viable product (MVP)

Correct Answer: A

Section:

QUESTION 139

A project manager has experience working with a specific provider that has been requested for an upcoming project. This provider often fails to meet deliverable dates; however, it is the only company with the specific experience required for the project.

What should the project manager do during the planning phase?

- A. Hire resources to obtain knowledge about the provider's specific capabilities.
- B. Add penalty clauses to the contract and update the risk register.
- C. Encourage the provider to work overtime with no additional costs to the project.
- D. Contract another provider with less experience and give them a chance to provide the deliverables.

Correct Answer: B

Section:

QUESTION 140

An agile leader notices that one team member consistently fails to complete the deliverables on time. The agile leader suspects that this team member does not have the proper training.

What should the agile leader do?

- A. Reassign the task to another team member and require the team member to complete training
- B. Use the retrospective meeting to remind the entire team that they must complete all deliverables in each sprint
- C. Review the definition of done (DoD) with the team so that everyone understands what the team must deliver in this sprint.
- D. Speak directly with the team member about improvements and commit to an agreed-upon time frame.

Correct Answer: A

Section:

www.VCEplus.io

QUESTION 141

A company has assigned a project manager to the initial task of determining the resources required for a new project.

What should the project manager consult?

- A. Company's historical organizational project artifacts
- B. Company's project responsibility assignment matrix (RAM)
- C. Company's resource management plan
- D. Company's resource calendars

Correct Answer: C

Section:

QUESTION 142

A project manager has been assigned with initiating a large project to deliver complex equipment.

Part of the project will be the result of a long research process, but once this is completed, the other part of the project must be incrementally delivered to the customer.

Which approach should the project manager choose for this project?

- A. Agile
- B. Waterfall
- C. Hybrid
- D. Predictive

Correct Answer: C

Section:

QUESTION 143

A project manager is leading a project in which the product requirements have not been fully met due to several uncertainties about customer acceptance. What should the project manager do?

- A. Gather a reduced number of approved requirements and add some extra features to fulfill the product specifications.
- B. Ask team members to research and collect data about the best features offered by similar products in the market.
- C. Stop all project activities until all requirements are set up front by the project sponsor and the key stakeholders.
- D. Gather enough requirements to produce a minimum viable product (MVP) with which to evaluate customer acceptance.

Correct Answer: B

Section:

QUESTION 144

A project manager is leading a project that includes several organizations with unique corporate cultures. These diverse corporate cultures are affecting project expectations. The varying expectations often lead to conflicts, which often require the project manager's involvement.

What should the project manager do first to evaluate the cultural differences within the organizations?

- A. Establish a probability and impact matrix and plan response criteria.
- B. Disregard the situation since it is not hindering the project deliverables.
- C. Develop a joint policy among the various organizations.
- D. Escalate the issue to the project sponsor and seek their guidance.

Correct Answer: B

Section:

QUESTION 145

A project manager is leading a project that needs to be deployed quickly to the market. An influential stakeholder does not believe that the project management processes bring business value.

What can the project manager do to gain the support of the stakeholder?

- A. Ask the stakeholder for a meeting to review the project's charter and project management plan.
- B. Disregard the stakeholder's concerns and continue following the project management plan to execute the project.
- C. Hold a training workshop to educate the stakeholder about project management best practices.
- D. Clarify the project roles and responsibilities, and share the purpose to gain the stakeholder's buyin.

Correct Answer: D

Section:

QUESTION 146

A team is finishing the third release to present to the stakeholder as part of a demonstration. The company that subcontracts the developers has communicated that there is a cash flow problem and the company will not be able to provide the same resources for the next iterations.

What should the project manager do next?

- A. Create a risk register to track the risks and request additional budget.
- B. Analyze the impact against the release plan if the blocker is not addressed.
- C. Work with the project owner to prioritize the product backlog.

D. Escalate the situation to the project sponsor for a possible resolution.

Correct Answer: B

Section:

QUESTION 147

A project manager is assigned to a project. The project schedule and costs are tight, and the project manager determined that there is a lack of resources to deliver this project. What should the project manager do?

- A. Identify the resource requirements and communicate them to the stakeholders seeking resources.
- B. Update the risk register noting that, due to the lack of available resources, the project is likely to be delayed.
- C. Define the work breakdown structure (WBS), identify the resource gaps, and reduce project management activities.
- D. Formalize a scope change request with the stakeholders to adjust the project scope with the available resources.

Correct Answer: D

Section:

QUESTION 148

A team member is frustrated, thinking that their performance is below average since they have not completed as many items as other team members. The team member has become negative and disengaged, bringing team collaboration and productivity down. What should the project manager do to increase the team's performance?

- A. Meet with the team members and highlight individual contributions to encourage competition among the team.
- B. Reiterate to the team that everyone is an important part of the team and performance is a team measurement, not an individual measurement.
- C. Create a visual board to include the individual team members' performance levels so the team members can see all the contributions.
- D. Speak to the team lead to identify ways to keep the team performing independently and individually address the team member's concerns.

Correct Answer: B

Section:

QUESTION 149

A labor union contract negotiation is delaying the completion of a project to build a new manufacturing plant. Because the labor contract was due for renewal this year, the project manager documented the negotiation process as a risk to the project. The project was about to start the first phase of equipment installation at the plant when the negotiation began. How should the project manager address the situation?

- A. Acquire contract resources and submit a change request for the cost impact.
- B. Escalate the issue to the steering committee to ask for mitigation support.
- C. Log the issue and follow the planned actions in the risk response plan.
- D. Meet with the project team to determine options for risk mitigation.

Correct Answer: C

Section:

QUESTION 150

The project manager of a large construction project discovers that the blueprints received from the client appear incomplete. What should the project manager do first?

- A. Continue project execution using the current blueprints from the client.
- B. Escalate this issue to the project sponsor.

- C. Consult with the client to determine if project execution should be continued.
- D. Reschedule the project execution date.

Correct Answer: C

Section:

QUESTION 151

A project manager realizes that the team members are new to the hybrid approach and do not value standup meetings. Team members often arrive late, digress into solutioning, or skip the meetings altogether. How should the project manager improve this situation with the project team?

- A. Ask the product owner to remove team members who do not comply with standup meeting rules.
- B. Include a daily brainstorming session in the standup meetings to resolve pending issues.
- C. Engage the project team in implementing and improving key aspects of the standup meetings.
- D. Send a daily retrospective report to all team members instead of holding standup meetings.

Correct Answer: C

Section:

QUESTION 152

A project manager works for an organization that intends to begin using agile delivery, but there is a lack of support from some business units. The project manager needs to address the lack of trust in agile. What should the project manager recommend?

- A. Implement and establish an agile framework for the project.
- B. Hire a team of contractors for agile project delivery.
- C. Define detailed work instructions for agile project delivery.
- D. Negotiate special arrangements for an agile pilot project.

www.VCEplus.io

Correct Answer: C

Section:

Explanation:

QUESTION 153

A project team is prioritizing the creation of project artifacts and enforcing it rigidly, while they face issues with delays in deliverables. How should the project manager respond?

- A. Facilitate the implementation of an automated tool for the team to manage project artifacts.
- B. Implement stricter controls so that project artifact creation is given the utmost importance
- C. Recognize the team's efforts for documenting artifacts and motivate them with an incentive mechanism
- D. Advise the team that solely focusing on artifacts will not produce successful project deliverables

Correct Answer: A

Section:

QUESTION 154

Due to a change in market conditions, the business value for the original project requirements has changed. What should the project manager consider for execution?

- A. Evaluate and work on small requirements to deliver business value.

- B. Negotiate with the stakeholder to deliver with existing business value.
- C. Continue as planned since changes will have no impact on the project.
- D. Take into consideration the requirements with the modified business value.

Correct Answer: D

Section:

QUESTION 155

A supplier that the company has used for years has trouble accepting the new terms of an agile contract. They do not understand the terms in the contract and feel they should not have to sign it because they have had a long relationship with the company.

Which action should the project manager take?

- A. Train the supplier in agile approaches to help them understand the contract.
- B. Change contract terms and conditions to avoid losing the supplier.
- C. Issue a request for proposal (RFP) to find new suppliers with agile experience.
- D. Ask the team if they can do the work until there is an available supplier.

Correct Answer: A

Section:

QUESTION 156

A customer is unhappy after weeks of working in a newly implemented virtual environment and wants their key stakeholders to be more involved in the development processes. The customer is requesting access to the information radiators of the project management information system (PMIS). The development company has never allowed clients access to the system.

What should the project manager do?

- A. Submit the request and advise for approval, then investigate the training needs for team members and stakeholders.
- B. Break down the request situation to identify the root causes for the customer's dissatisfaction.
- C. Deny the request and negotiate for alternatives that will achieve the customer's desired results.
- D. Submit the request and advise for denial, as the company has never allowed customers access to the PMIS.

Correct Answer: B

Section:

QUESTION 157

A new project manager is working on a time-sensitive social media strategy for a software development company that is building a communications management plan for the stakeholders.

This is the first major project since the company shifted to working remotely on a full-time basis.

After reviewing all previous company artifacts, the project manager finds a standard operating procedure (SOP) document outlining how all communication should take place.

How should the project manager proceed?

- A. Adhere to the SOP for the project, make a note of required changes, and escalate to the change management board.
- B. Use the SOP as a base plan and make updates during the control and monitoring phase of the project.
- C. Ignore the SOP and write a separate communications management plan for this project.
- D. Assess the SOP for relevancy, make updates, and circulate to the stakeholders for comment during project planning.

Correct Answer: D

Section:

QUESTION 158

A project team is reviewing the project business document for a phase-gate session and discovers that the benefits need to be validated by the project sponsor. Unfortunately, the project sponsor was recently changed, and the new sponsor does not seem to be supportive. What should the project manager do to address this situation?

- A. Notify and escalate to the high-level management team and request that they take action.
- B. Arrange for a discussion with the project sponsor and clarify the project business document.
- C. Schedule a one-on-one meeting with the project sponsor to obtain their buy-in on the project benefits.
- D. Identify and add the change in management as a risk in the risk register.

Correct Answer: B

Section:

QUESTION 159

A project is being executed in multiple phases. Midway through, the customer wants to bring in a new tool to replace the existing software in the project as part of their improvement program. The project team has identified the changes and submitted the change request to the customer for approval. What should the project manager do next?

- A. Prioritize the impact of the change and modify the project management plan.
- B. Inform management of the customer's organizational change.
- C. Examine the business value of the change request.
- D. Perform a team-skills versus project-skills analysis.

Correct Answer: C

Section:

www.VCEplus.io

QUESTION 160

A company is building a minimum viable product (MVP). How can the project manager help to ensure the company builds a high-quality product?

- A. Partner with a qualified third-party vendor to develop a product that meets the requirements.
- B. Hire a quality engineering leader to drive the strategy.
- C. Determine the quality metrics for the product and recommend options for improvements.
- D. Ask the product manager to spend more time improving quality.

Correct Answer: C

Section:

QUESTION 161

A project manager is managing an iterative project that delivers value incrementally. Over time, the stakeholders have challenged that the team is delivering less value now than they did at the beginning of the project. The project is still predicted to be completed as planned.

How should the project manager respond to the stakeholders?

- A. Explain to the stakeholders that progress is measured by the completion of project requirements that are tracked against the project schedule, and relay that the project is on schedule.
- B. Explain to the stakeholders that value delivery is based on resources invested and the potential gain or loss reduction, and that each of these factors can vary over time.
- C. Inform the stakeholders that the project prioritizes the highest business value items in the backlog first, and explain it is not unusual for the project to deliver less business value over time.
- D. Review the value delivery schedule with the project team to understand why value delivery is decreasing, implement solutions to stabilize value delivery, and communicate the corrective actions.

Correct Answer: D

Section:

QUESTION 162

After finalizing a complex project, the project manager notices that multiple risks became issues during the execution phase. Unfortunately, the project manager was not prepared to deal with them as they were low probability and impact risks.

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

- A. Scheduled daily meetings with key stakeholders to assess project risks
- B. Hired a risk analyst to constantly monitor the project risks
- C. Classified all risks as high probability and impact
- D. Assessed and prioritized risks continuously along the project life cycle

Correct Answer: D

Section:

QUESTION 163

A project manager is about to kick off a new project with the team. Due to an unprecedented event, all team members are currently working remotely.

How should the project manager ensure the continuity of information sharing for the project?

- A. Encourage the team to create and distribute larger weekly reports.
- B. Setup clear communication channels with increased team interactions online.
- C. Advise the team to communicate as much as possible with all team members.
- D. Send out multiple emails regarding the project's milestone deadlines.

Correct Answer: B

Section:

QUESTION 164

A project manager is assigned to an automotive product development project in the middle of the pilot phase. According to the test lab, a durability test was completed with good results six weeks ago, but there were no reports left behind by the test engineer who left the organization the previous month.

What should the previous project manager have done to prevent this issue?

- A. Built a pair-engineering environment so that experienced engineers always work with junior engineers to assist in knowledge transfer.
- B. Led a technical benchmark workshop every month to share state-of-the-art technology trends and ask all team members to attend the workshop.
- C. Contracted with a third-party test lab to outsource all testing processes and required that they produce all test reports.
- D. Built shared repository for the project in the internal server and asked the team to create, record, and save all project deliverables to the server.

Correct Answer: D

Section:

QUESTION 165

A project sponsor asked the product owner to deliver the functionality that provides the highest return on investment (ROI) as soon as possible. Which artifact should the project lead use to track benefits?

- A. Requirements backlog
- B. Product backlog
- C. Project charter
- D. Project scope

Correct Answer: B

Section:

QUESTION 166

A project has progressed significantly and is getting close to completion. The project manager observed that team members are no longer focused and have started arriving to work late. What should the project manager do?

- A. Engage functional managers to secure roles for team members.
- B. Hold motivation sessions to keep team member morale high.
- C. Ask for replacement project team members.
- D. Penalize team members who arrive to work late.

Correct Answer: B

Section:

QUESTION 167

A project manager is leading a project to develop a new mobile application. During an informal conversation, a stakeholder asked the project manager to add new features to the current sprint. What should the project manager do?

- A. Request the stakeholder to wait until the following sprint planning.
- B. Discuss this demand during the following standup meeting.
- C. Accept the change request and negotiate the time line.
- D. Ask the product owner to discuss this request with the stakeholder.

Correct Answer: D

Section:

QUESTION 168

A project manager is leading a digital transformation project in a large geographically distributed organization. During the execution phase, the project team noticed that the organization's employees and heads of departments have different perceptions and expectations of the project and its outcome. The project manager is afraid that it may impact the project's success. Which two actions can the project manager do to resolve this issue? (Choose two.)

- A. Foster stakeholder engagement in order to improve communication.
- B. Discuss the issue with the project sponsor in order to handle it efficiently.
- C. Share the project objectives to ensure they are properly digested.
- D. Insist on face-to-face meetings in order to understand the real concerns.
- E. Proceed as planned as these situations are quite common in large projects.

Correct Answer: A, C

Section:

QUESTION 169

During the initiation phase, a sponsor recommends that all team members should be colocated. Some of the team members need a significant amount of time to commute, and there is no office space available. What should the project manager do?

- A. Log this as a risk, since colocating the team will require additional costs.
- B. Colocate the project team because that is what the sponsor requested.

- C. Assess the business benefits of a colocated project team.
- D. Colocate the project team because it will increase efficiency.

Correct Answer: C

Section:

QUESTION 170

An organizational policy requires project managers to carry out two audits per month: one for their own project and one for another project manager's project. After a recent audit review, team members suggested that it is not fair to have their deliverables audited by a peer.

What should the project manager do to avoid this situation?

- A. Ask the organization to remind staff that audits are a requirement.
- B. Use casual meetings instead of audits.
- C. Complete the audits less frequently.
- D. Set up an audit policy in the scope management plan.

Correct Answer: D

Section:

QUESTION 171

A project manager is happy to have a motivated, highly talented team working together in a cheerful atmosphere. However, many members of the team are distracted by their telephones during meetings, show up late, or interrupt one another by telling jokes.

What should the project manager do first?

- A. Incentivize the team members with a monetary punctuality reward.
- B. Speak separately to the team members causing the disruptions.
- C. Remind the team of the ground rules in the next meeting.
- D. Ask the team to discuss frustrating meeting experiences from past projects.

Correct Answer: C

Section:

QUESTION 172

A new quality report was distributed to stakeholders after the sponsor approved it. A senior manager requests changing the colors and sizes of some of the graphs included in the report.

What should the project manager do?

- A. Reject the change as the report was approved previously.
- B. Incorporate the change in a future report.
- C. Ask the team to make the manager's requested changes.
- D. Advise the manager to raise a change request.

Correct Answer: D

Section:

QUESTION 173

During a planning session, the development team and the product owner are arguing about the effort needed to deliver a specific feature in a software development project. The product owner says that the feature can be developed in one week, whereas the team estimates that it will take at least two weeks. After several hours of discussion, they have not reached an agreement.

What should the project lead do?

- A. Decide what should be the time estimate and proceed with the planning meeting.
- B. Educate the product owner that the project team members are the most appropriate group for assessing the effort.
- C. Ask the project team to accept the shorter estimate as it is important to keep a good relationship with the product owner.
- D. Communicate to the stakeholders that the project has to be delayed for two weeks.

Correct Answer: B

Section:

QUESTION 174

There are two interdependent projects: the first project is in execution, and the second one is about to be deployed. The first project has been delayed, which is now affecting the second project due to the sharing of resources.

What should the project manager do in this situation?

- A. Ask for written commitment from the team manager assuring the deployment team can work on only one of the projects.
- B. Assess the issue with the deployment resources' availability and define a plan to deploy extra resources to the deployment team.
- C. Organize a meeting with the deployment team and explain that, due to a resource shortage, the project will be delayed.
- D. Ask the procurement team to solicit offers from external providers in order to replace the internal resources for the deployment.

Correct Answer: B

Section:

QUESTION 175

In the initial project meeting, a stakeholder presents a complaint about the validity of the project. The complaint occurs after the stakeholder discovers that the project will not deliver the objectives they expected and will have a higher cost.

How should the project manager handle the complaint?

- A. Highlight the reasons for the project cost increase and negotiate with the providers to reduce the cost.
- B. Use management skills to convince the stakeholder in agreeing to the project cost.
- C. Delay discussions with the stakeholder and request a revision of the project with the sponsors.
- D. Reinforce the importance of the project mission and the overall vision of the work to be performed.

Correct Answer: D

Section:

QUESTION 176

At the beginning of a project, a project manager is asked to provide human resources (HR) with an evaluation of every team member's performance. This evaluation will be delivered at the end of the project.

How should the project manager approach this request?

- A. Establish a set of objective and measurable performance indicators for evaluating team members and share it with the team.
- B. Meet with HR at the end of the project and provide a confidential evaluation of every team member's performance.
- C. Ask the project team how they would prefer to be evaluated and use those criteria to share results with HR.
- D. Evaluate the project team members' performance based on whether the completed project fulfills its intended objectives.

Correct Answer: A

Section:

QUESTION 177

A customer asks the project manager to complete a project 10 days earlier than planned due to marketing constraints. After discussing this request with the project team, the project manager concludes that this can be achieved if a few activities can be overlapped.

Which approach should the project manager take?

- A. Fast-track the activities based on limitations and dependencies.
- B. Release the minimum viable product (MVP) earlier and enhance it in the next iteration.
- C. Review the schedule and perform resource leveling.
- D. Add subject matter experts (SMEs) to perform the project activities in parallel.

Correct Answer: A

Section:

QUESTION 178

A project has come to a halt. What should the project manager do to get the project back on track?

- A. Review the status of each blocker at the daily standup meeting.
- B. Create a Kanban board that describes each blocker.
- C. Create a radiator that places the blockers in a tabular format.
- D. Engage with the project team to understand the blockers.

Correct Answer: D

Section:

QUESTION 179

A project manager is assigned to a critical project to build a complex application for a client whose goal is to achieve an ideal state for their business model, but is unsure about how to achieve the solution. What collaboration model should the project manager recommend in this situation?

- A. Ask the client to specify their business needs in a contract format and approve it.
- B. Schedule quarterly review meetings with the client.
- C. Request that proper stakeholders, including the client, are assigned.
- D. Ask the project team to write the business requirements based on the client's needs.

Correct Answer: C

Section:

QUESTION 180

A project manager is executing a large project with many stakeholders. One of the primary stakeholders is requesting a change to the project scope. The project manager knows that this scope change will not require much effort from the project team. The project manager is worried that going through the full change control process will hold up the project schedule.

What should the project manager do?

- A. Ask the primary stakeholder for their official approval to avoid the change control process.
- B. Implement the change in order to avoid changes to the schedule baseline.
- C. Reject the change request because the project is already being executed.
- D. Submit a formal change request since the change is affecting the project baseline.

Correct Answer: D

Section:

QUESTION 181

A project manager has noticed that a specific team member rarely contributes or shares opinions during team discussions. However, the team member is effective at delivering assigned tasks on time. How can the project manager leverage this?

- A. Engage with the team member, let them know their strengths, and encourage them to share more.
- B. Meet with the team member prior to meetings and share their thoughts with others so everyone can benefit.
- C. Pair this team member with a more outspoken team member so their voice can be heard more.
- D. Ensure the team member is assigned critical path tasks to meet the schedule.

Correct Answer: A

Section:

QUESTION 182

A team is about to close a deployment and is waiting to receive critical information from the customer. The customer continues to postpone sending information, which is consequently delaying the deployment. What should the project manager have done to prevent the delay?

- A. Delegated the task to the product owner
- B. Asked the team to use the sample data
- C. Engaged the sponsor and sought their support
- D. Received all key information ahead of time

Correct Answer: D

Section:

QUESTION 183

A project defined to be executed in four months is divided into eight iterations. During its first retrospective, the team realizes that only one member has experience doing a key project requirement. What should the project manager do?

- A. Invite the team member to share experience in the next retrospective.
- B. Ask the sponsor to add team members with the required experience.
- C. Plan knowledge-sharing sessions within the team.
- D. Ask the sponsor for a training course for the team.

Correct Answer: C

Section:

QUESTION 184

A project manager who is providing development support for a product notices some of their longstanding customers moving to a competitor because of improved value being delivered from their product. What should the project manager do first?

- A. Ask the product owner if the value delivery of the product has changed.
- B. Intensify the focus of the product to recapture the lost customers.
- C. Put the ongoing product development on hold and discuss with the team.
- D. Request a change to the product based on the new market insight.

Correct Answer: A

Section:

QUESTION 185

A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcome should be. What should the project manager do to resolve this?

- A. Check to ensure the project outcome aligns with the project charter and statement of work (SOW).
- B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.
- C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective.
- D. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.

Correct Answer: A

Section:

QUESTION 186

A project presently in the testing stage is nearing the closing phase, which will transition the completed project to the company's operations support team. However, many new members have just been added to the operations support team who are not familiar with the project and the project's acceptance is now at risk. What should the project manager do to mitigate this transition risk?

- A. Request the steering committee to reevaluate the feasibility of transitioning and closing the project given the personnel changes on the operations support team.
- B. Request the steering committee to train only the selected operations team members who are familiar with the project and then train the new team members separately.
- C. Request the steering committee to exclude the new team members during the transition and train the new members after the planned transition is completed
- D. Request the steering committee to authorize an early project deployment (i.e., a "beta" transition release) and engage the operations support team in the early release.

Correct Answer: D

Section:

QUESTION 187

A project manager is working on a project to scale an operation globally. This endeavor required multiple interviews with various stakeholders. During the user story creation phase, the product owner met with multiple stakeholders who had different opinions about the requirements. How should the project manager address this situation?

- A. Ask the product owner to create the backlog.
- B. Use a voting system for stakeholders.
- C. Perform a stakeholder identification analysis.
- D. Limit the participation from stakeholders.

Correct Answer: B

Section:

QUESTION 188

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

- A. Ask the chief technical designer to provide their feedback by email.

- B. Let the team dynamics continue as is since the current team mix works well.
- C. Encourage the chief technical designer to engage more with the team.
- D. Ask the technical lead to drive the project's technical discussions.

Correct Answer: C

Section:

QUESTION 189

A team is working on a project using a hybrid approach, and they are facing a lot of obstacles and blockers from some stakeholders. What should the project manager do to improve project performance?

- A. Ask stakeholders to communicate with the team directly.
- B. Empower the team members to remove obstacles and blockers.
- C. Add blockers to the issue log and risk management plan.
- D. Address and remove obstacles and blockers for the team.

Correct Answer: D

Section:

QUESTION 190

A project manager and project team developing a new product are discussing which work methods and tools to use to build the deliverable. What should the result of this discussion be?

- A. A detailed mitigation plan on the risks for each work method and the tools used
- B. A technology roadmap for creating similar deliverables in the future with the same tools
- C. An agreed-upon work method and tools that should fit the business need and project constraints
- D. A consensus that everything will run as anticipated once the tools and work methods are identified

Correct Answer: C

Section:

QUESTION 191

A project manager is instructed by the project sponsor to draft the project charter. The project sponsor asks the project manager to involve a particular stakeholder in order to provide necessary resources. However, the stakeholder is refusing to get involved because the stakeholder thinks that there is no benefit in using the project deliverable.

What should the project manager do to resolve this?

- A. Consider the stakeholder as a risk and evaluate possible solutions with the project team.
- B. Escalate to the project sponsor due to the political nature of the issue.
- C. Improve communication with the stakeholder to obtain their assistance in the future.
- D. Meet with the stakeholder to discuss the impact of the deliverable.

Correct Answer: D

Section:

QUESTION 192

While working on a proposal for a national-level solution, a new project manager finds that the proposal is asking for compliance from various organizations and policies. The project manager understands that while several compliances are in place, some of the specific regulatory needs for this project are not in place. Senior management advised the project manager to overlook these compliance problems, because they will be ready when that stage of the project is reached, and to continue building the proposal.

What should the project manager do first?

- A. Verify the regulatory requirements and establish a strategy for compliance.
- B. Document the interactions with senior management in the risk register.
- C. Advise senior management that it is ethically unprofessional to continue.
- D. Build the proposal with an alternative set of regulatory requirements.

Correct Answer: A

Section:

QUESTION 193

A company's project management office (PMO) is incorporating more adaptive technologies and has hired a new project manager with hybrid project management experience. The team is slow in adopting the new methodology and has not been updating project artifacts in a timely manner.

Which action should the project manager take to improve the team's performance?

- A. Send an email asking all project team members to complete updates at the end of the day.
- B. Speak individually with each project team member about making the needed updates.
- C. Set up a training session for all project team members.
- D. Reach out to the functional managers for support.

Correct Answer: C

Section:

QUESTION 194

A company is launching a new product and decides to transition from a predictive to an agile approach. During the third sprint, the project manager notices that the team is not working as a cohesive unit.

Which two rules are appropriate for the project manager to instill in the team? (Choose two.)

- A. Work together daily as a team.
- B. Strive toward continuous improvement.
- C. Send communications to the entire team.
- D. Follow the sprint planning.
- E. Only share suggestions at the end of the sprint.

Correct Answer: A, B

Section:

QUESTION 195

A project manager is working on a large project with a very difficult client. During the course of the project, the project manager realizes that if the project team had a little more time and funding to make some minor changes, the client could realize the benefits of 25% of the project outcomes early.

How should the project manager approach this?

- A. Concentrate on the current project milestones.
- B. Make all the changes and then show the client the results.
- C. Develop a business case and submit it to the client.
- D. Update the project management plan for this new work.

Correct Answer: C

Section:

QUESTION 196

A project manager identified a risk on a deliverable completed by a contractor and added it to the risk register. During the last inspection meeting for the deliverable, the project manager notices that the suggested mitigation did not produce the expected results.

How should the project manager proceed?

- A. Review the procurement performance to identify the root cause
- B. Reevaluate the probability of the risk occurrence and mitigation strategy.
- C. Issue a change request to apply the risk response plan for this risk.
- D. Audit the procurement process to identify why the mitigation did not work.

Correct Answer: B

Section:

QUESTION 197

An agile team has started a new project. When should the project manager organize their first team retrospective?

- A. When more than a few weeks have passed.
- B. When the team reaches a major milestone.
- C. When the team completes a release of a monumental increment.
- D. When the work is progressing well through the team.

Correct Answer: B

Section:

QUESTION 198

During the project quality control process, the project manager realizes that the quality management plan does not include how the final user will perceive the benefits of the new product compared with the actual product. What should the project manager do first?

- A. Ask the product manager to include the final user tests in the quality management plan.
- B. Ask the quality manager to include the final user tests in the quality management plan.
- C. Let the product go to market and wait for customer feedback regarding quality.
- D. Submit a change request to analyze a new set of quality tests.

Correct Answer: B

Section:

QUESTION 199

To prevent influential stakeholders from dominating product delivery decisions, the product owner decided to use planning poker. What is a key advantage of using this technique?

- A. Assists the team in planning the activities within the iteration
- B. Allows for more accurate estimates
- C. Incorporates a technique similar to brainstorming
- D. Ensures active project team participation

Correct Answer: D

Section:

www.VCEplus.io

QUESTION 200

A project is in the later stages of execution. The project engineer insists in every meeting that they were never consulted or informed of the project deliverables. However, the project manager communicated adequately and has the project engineer's approvals on record.

What should the project manager do?

- A. Write a formal letter to human resources (HR) detailing the project engineer's unprofessional behavior.
- B. Approach the project engineer's supervisor about possibly replacing the project engineer.
- C. Introduce the item in the next meeting, reminding all stakeholders of the project objectives.
- D. Engage the project engineer in a discussion to understand the concern and agree on a way forward.

Correct Answer: D

Section:

QUESTION 201

As a project is ending, a business stakeholder requests information from the project manager regarding overall project performance to determine the success of the initiative. What should the project manager do to provide relevant information to the stakeholder?

- A. Update the project status report to include current performance information.
- B. Document the key performance indicators (KPIs) in the final project report.
- C. Document the project performance and influencing factors in the lessons learned register.
- D. Inform the stakeholder that performance will be evaluated three months after project closure.

Correct Answer: B

Section:

www.VCEplus.io

QUESTION 202

A new government regulation has mandated that all team members will need to work remotely for the duration of the next iteration. This means backlog priority changes will need to be completed. What should the project manager do?

- A. Communicate the new regulation to the project sponsor during the next retrospective.
- B. Inform the product owner of the required change as soon as possible.
- C. Reprioritize the backlog and share it with the team as soon as possible.
- D. Ask the team facilitator to reprioritize the backlog based on the new regulation.

Correct Answer: B

Section:

QUESTION 203

A project manager working on a large-scale network implementation is frustrated with the hardware supplier. Their deliveries have been consistently late and frequently do not have vital components. The project manager's company has decided to cancel the contract and move to a new supplier, but the only other option is an overseas company.

What should the project manager do first to proceed with this change?

- A. Request assistance from the procurement department on the next steps.
- B. Engage the services of an interpreter who understands the project domain.
- C. Check social media to determine if there are any common connections that use the new supplier.
- D. Become aware of any cultural characteristics of the new supplier that could impact negotiation.

Correct Answer: A

Section:

QUESTION 204

A project manager is attending a progress meeting with a client. The client requests a design change which might potentially add value to the project. What action should the project manager take?

- A. Consult with team members and allow them to make a decision.
- B. Accommodate the change request to serve the client's needs.
- C. Convince the client not to make changes to the project.
- D. Make transactional decisions focusing on the project goals.8

Correct Answer: B

Section:

QUESTION 205

In a project progress review meeting, the end user raises concern about the quality of the construction of the project. What should the project manager do next?

- A. Request a special technical meeting.
- B. Refer to the requirements document.
- C. Review the risk management plan.
- D. Review all implementation checklists.

Correct Answer: B

Section:

www.VCEplus.io

QUESTION 206

A project manager is replacing the knowledge-sharing platform of a project with a new web-based solution, ensuring that the system is aligned with a significant change in the organization's structure. The project charter was approved and the team is working on the detailed planning.

The project management office (PMO) has provided detailed templates for all new projects to follow.

Which strategy should the project manager adopt for the project?

- A. Align the project schedule with the PMO's change control process in collaboration with the PMO manager.
- B. Develop a training and communications schedule with sufficient lead time in collaboration with the change agents.
- C. Develop a communications management plan aligned with the new organizational structure in collaboration with the project sponsor.
- D. Align the project schedule with the IT change control processes and tools in collaboration with the release manager.

Correct Answer: C

Section:

QUESTION 207

A project manager was just assigned to a project as the leader of an experienced agile team.

How should the project manager influence the team to accomplish the project objectives?

- A. Assert judgment over the team.
- B. Increase the amount of subject matter experts (SMEs) to get better results.
- C. Use a plan-driven approach in order to demonstrate control over the project.

D. Express trust in the team's ability to fulfill the necessary deliverables.

Correct Answer: D

Section:

QUESTION 208

A team member has encountered a technical issue, similar to the one faced in a successfully closed project. However, the team member did not know about the previous project and would like to resolve the issue on their own.

What should the project manager do?

- A. Reach out to the project manager of the previous project for assistance.
- B. Allow the team member to work through the issue as a training opportunity.
- C. Improve the risk management strategy and risk monitoring.
- D. Share the lessons learned from the previous project with the team member.

Correct Answer: D

Section:

QUESTION 209

A project manager has recently been assigned to an agile project and discovers that a contractor for the project does not have any experience with agile. What should the project manager do?

- A. Ask the project sponsor to replace the contractor since they do not have agile experience
- B. Issue a formal notice to the contractor to obtain an agile certification.
- C. Instruct the contractor to receive agile training since the project has already started.
- D. Consult the project team to understand the extent of the training needs for the contractor.

Correct Answer: D

Section:

QUESTION 210

During the development of a new project's definition, the project manager identifies that a similar project has recently been completed. What should the project manager do first?

- A. Arrange a knowledge-sharing session.
- B. Use the project management plan from the previous project.
- C. Review the lessons learned from the previous project.
- D. Review the issue log from the previous project.

Correct Answer: C

Section:

QUESTION 211

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

- A. Perform a qualitative risk analysis.
- B. Coordinate design document preparation.
- C. Request further clarification of the requirement.

D. Manage the engagement of this stakeholder.

Correct Answer: C

Section:

QUESTION 212

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

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

Correct Answer: A

Section:

QUESTION 213

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

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

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

Correct Answer: A

Section:

QUESTION 214

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

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

- A. During each steering committee meeting
- B. During the retrospectives
- C. During the risk register update
- D. During each iteration and review

Correct Answer: D

Section:

QUESTION 215

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

However, the company cannot afford this at the moment.

What should the project manager do first?

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

Correct Answer: C

Section:

QUESTION 216

DRAG DROP

Drag the interpersonal skill on the left to the correct scenario on the right.

Select and Place:

Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks them to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

Correct Answer:

Interpersonal Skills	Scenarios
	Conflict Management
	Emotional Intelligence
	Leadership
	Networking

Section:

Explanation:

www.VCEplus.io

QUESTION 217

During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable. What should the project manager do next?

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

Correct Answer: B

Section:

QUESTION 218

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

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

Correct Answer: C

Section:

QUESTION 219

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

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

Correct Answer: D

Section:

QUESTION 220

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

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

Correct Answer: A

Section:

QUESTION 221

A hybrid project is experiencing several issues with both the agile delivery of the product as well as the predictive development of a marketing strategy. What should the project manager do to receive feedback from stakeholders located in different time zones?

- A. Send an email to all stakeholders.
- B. Refer to the stakeholder engagement plan.
- C. Set up a conference call for all stakeholders.
- D. Refer to the communications management plan.

Correct Answer: D

Section:

QUESTION 222

A project team is in the planning phase of a product migration project. The project manager schedules a meeting with the project team, telecommunications team, and the department leaders with group product accounts. The purpose of the meeting is to determine the project timeline based on how much content needs to be transferred to or created in the new system and the processing procedures and time frames. Who should the project manager also invite to the meeting?

- A. Representative from the provisioning team
- B. Representative from the network team

- C. Representative from the reimbursement team
- D. Representative from the service desk team

Correct Answer: B

Section:

QUESTION 223

A project sponsor is promoting the use of a new technology that has not yet been approved. The technology guarantees cost savings and a delivery ahead of schedule. However, the operational support at project completion is uncertain as the service organization expressed an inability to provide support without approval of the new technology.

What should the project manager do to resolve the conflict?

- A. Seek to understand the project stakeholders' needs in an effort to support the new technology.
- B. Communicate the project's progress to the stakeholders and promote the new technology.
- C. Maintain and adhere to project plans to ensure the project delivers successful outcomes.
- D. Acknowledge the lack of approval and focus on a resolution that will benefit the customer.

Correct Answer: D

Section:

QUESTION 224

A project manager is assigned to a project. There was a lot of conflict regarding the status of the project and compliance with international regulations. During a regular meeting, the sponsor wanted to know how frequently the risks are being reviewed.

Which document project manager should check first?

- A. Risk management plan
- B. Risk register
- C. Issue log
- D. Risk report

Correct Answer: B

Section:

QUESTION 225

A project manager has been hired to lead a governance consulting project that is in the initial phase. The project manager has been assigned to evaluate the supplier search activity. There are many interested candidates, including former suppliers and suppliers recommended by the sponsor.

What should the project manager do in this situation?

- A. Evaluate suppliers who have worked successfully with the company before
- B. Request the contracting area take charge of the supplier evaluation process
- C. Prioritize evaluation of the suppliers recommended by the sponsor
- D. Evaluate the suppliers based on their experience and skills in similar projects

Correct Answer: D

Section:

QUESTION 226

A transportation company is developing a new tool to improve their delivery process. As project development for sprint two began, the executive steering committee made a request to include a new capability to perform a what-if analysis in the tool based on the customer demand and forecast.

What should the project manager do next?

- A. Revise the project schedule and budget based on the additional scope, and review with the team.
- B. Include the new capability to the product backlog and continue activities based on the current plan.
- C. Perform an impact analysis on the schedule and budget based on the additional scope.
- D. Analyze and negotiate with the executive steering committee regarding this new request.

Correct Answer: C

Section:

QUESTION 227

A company initiated a project to introduce a new product to the market. The product must undergo the industry's regulatory process prior to approval and launch. However, the company sees a great demand for this product and wants it to launch as soon as possible.

What should the project manager do to realize this opportunity?

- A. Communicate with the industry's regulatory authority to grant the company an exception.
- B. Hire a third party who is an expert on the industry's regulations to work out the details.
- C. Escalate the issue to the company's CEO who has experience with the regulations.
- D. Comply with the regulatory requirements and work to compress the project schedule.

Correct Answer: D

Section:

QUESTION 228

Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months.

What should the project manager do?

- A. Shift those key members and assign them to another project.
- B. Cancel the meeting series until the marketing team provides a solution.
- C. Consult the project team and discuss the key team members' availability.
- D. Consult the resource management plan and escalate to the sponsor.

Correct Answer: D

Section:

QUESTION 229

At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release.

What should the project manager do?

- A. Ask the product owner to provide more details in the standup.
- B. Organize a workshop after the standup to assess the impact.
- C. Prepare a budget change request for additional resources.
- D. Create a new product backlog item for the next sprint planning.

Correct Answer: B

Section:

QUESTION 230

A product owner is trying to understand how many of the user stories have been completed within a 2-week sprint. How should the project manager approach this situation?

- A. Use retrospectives to deliver the finished products.
- B. Invite the product owner to regular standup meetings.
- C. Have a face-to-face conversation with the product owner.
- D. Share the burndown chart with the product owner.

Correct Answer: D

Section:

QUESTION 231

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

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

Correct Answer: A

Section:

QUESTION 232

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

What should the project manager do?

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

Correct Answer: B

Section:

QUESTION 233

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

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

- A. Conduct reviews prior to performing activities.
- B. Monitor the team's performance metrics.
- C. Document the agreement in the meeting minutes.

www.VCEplus.io

D. Use a common communication terminology.

Correct Answer: D

Section:

QUESTION 234

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

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

Correct Answer: B

Section:

QUESTION 235

A project lead is managing a project in the execution phase. A new product owner was assigned and the project lead had their first meeting with the new product owner. During the meeting, the new product owner indicated the scope of the first release needs to be changed.

What should the project lead ask the product owner to do first?

- A. Create new backlog items and discuss them in the next sprint retrospective.
- B. Create new backlog items and discuss them in the next sprint planning.
- C. Review the new backlog items and discuss them in the next standup.
- D. Review the priorities of the existing backlog items included in the release.

Correct Answer: D

Section:

QUESTION 236

A project manager is working on an international effort that involves a project team located on four different continents. The project team is extremely proud of the progress they have made on a recent iteration of the project. However, senior stakeholders unfamiliar with the project's progress are concerned that the project may be unsuccessful.

What should the project manager do to help mitigate the stakeholders' concerns?

- A. Create and send out a high-level progress summary to all stakeholders that has been approved by the program manager.
- B. Setup an in-person status meeting so stakeholders can speak with the project team about their project concerns.
- C. Setup a virtual meeting with the stakeholders to discuss concerns and provide regular progress updates every 2 weeks.
- D. Ask key developers to identify the most important risks and what the project team is doing to address those risks for the stakeholders.

Correct Answer: C

Section:

QUESTION 237

During user acceptance testing, a project sponsor asks the project manager to add a couple of features. To meet the firm go-live date, the project team will need to work overtime.

What should the project manager do?

- A. Submit an emergency change request and assign tasks to the team.

- B. Request approval for overtime and a bonus to deliver on time.
- C. Inform the sponsor that the project team cannot commit to more work.
- D. Consult with the project team and provide options to the sponsor.

Correct Answer: D

Section:

QUESTION 238

In a daily standup, the project lead notices that one of the senior developers is reassigning some of the easy backlog items to other team members, arguing that it is more efficient for the senior developers to work on complex items. What should the project lead do?

- A. Include this practice in the next sprint review and discuss it with all of the team members.
- B. Ask the senior developer to stop assigning tasks because that's the scrum master's job.
- C. Support the senior developer's action and their authority over other team members.
- D. Include this practice in the next sprint retrospective and discuss it with all of the team members.

Correct Answer: D

Section:

QUESTION 239

A project team is working remotely on a project with tight deadlines. In the middle of the project, a team member is replaced with an individual who is new to the company. The document repository is available to review, but since the project is quite complex it could take time to understand the details related to the new team member's responsibilities.

What should the project manager do?

- A. Assign tasks and provide contacts so the new team member can contact the appropriate resources for support.
- B. Ask the new team member to review the repository and schedule a meeting to provide details and tasks.
- C. Organize a social event to introduce the new team member to key stakeholders and the project team.
- D. Introduce the new team member to the project team and provide an explanation of the key themes.

Correct Answer: B

Section:

QUESTION 240

A project manager is managing a project in a fast-paced environment. The project manager needs to empower the team to collaborate toward an expected outcome and enable high-team performance. The CEO has suggested that the project manager apply a servant leadership style.

What should the project manager do to demonstrate the capabilities of a servant leader?

- A. Create an environment where all team members compete to achieve the desired results.
- B. Encourage all team members to develop the perfect plan to achieve the desired results.
- C. Assess the business case and define the project priorities to motivate all team members.
- D. Define the project's objectives and create an environment where all team members can succeed in achieving them.

Correct Answer: D

Section:

QUESTION 241

There is an upcoming merger between a functional organization and an agile organization. The merger has necessitated that team members from both organizations brainstorm the effect this merger will have on critical

compliance standards and the previous regulations for a project.
What should the project manager do in order to achieve this objective?

- A. Hold a joint meeting with both organizations, determine an engagement method, and then brainstorm.
- B. Schedule separate breakaway sessions for each organization to brainstorm and share ideas.
- C. Hold separate meetings for each organization, determine an engagement method, and then brainstorm.
- D. Bring a team of experts to brainstorm and agree on the next course of action for the organizations.

Correct Answer: A
Section:

QUESTION 242

A project manager is leading a project in which the product requirements have not been fully met due to several uncertainties about customer acceptance. What should the project manager do?

- A. Gather a reduced number of approved requirements and add some extra features to fulfill the product specifications.
- B. Gather enough requirements to produce a minimum viable product (MVP) with which to evaluate customer acceptance.
- C. Stop all project activities until all requirements are set up front by the project sponsor and the key stakeholders.
- D. Ask team members to research and collect data about the best features offered by similar products in the market.

Correct Answer: B
Section:

QUESTION 243

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a subject matter expert (SME) informed the team that new legislation will be published in a few months. What should the project manager do?

- A. Ask the SME to provide details after the retrospective.
- B. Discuss the change in the next sprint planning.
- C. Discuss the change in the next release planning.
- D. Ask the SME to provide details in the next daily standup.

Correct Answer: B
Section:

QUESTION 244

During a risk management meeting, most of the project team members use a computer to iterate the quantitative risk analysis model numerous times. There will be a cumulative probability distribution (S-curve) representing the probability of achieving any particular outcome.

Which method should the project manager use to assess and manage project risks?

- A. Influence diagrams
- B. Sensitivity analysis
- C. Decision tree analysis
- D. Monte Carlo analysis

Correct Answer: D
Section:

QUESTION 245

A key project team member had an accident and will be in the hospital for at least two months.

The backlog items the team member was working on have been delayed since the team member was the only person who knew how to complete them.

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

- A. Identified this risk and defined a risk response plan
- B. Assigned the backlog items to at least two of the team members
- C. Developed a knowledge transfer plan
- D. Reserved a contingency budget for external consultants

Correct Answer: C

Section:

QUESTION 246

A development team member learned that one of the product features delivered in the last sprint would have greater business value if a small enhancement was made to the feature.

What should the project manager do next?

- A. Conduct another sprint planning meeting and add the necessary story.
- B. Discuss this feature in the next sprint planning meeting.
- C. Discuss this feature during the upcoming retrospective meeting.
- D. Advise the team member to better prepare before sprint planning.

Correct Answer: B

Section:

www.VCEplus.io

QUESTION 247

Based on a new company policy, an aviation software project has been structured to use an agile approach. The project is subject to industry regulations, which require detailed tracking and archival of product changes.

What should the project manager use to understand the impact of compliance on this project?

- A. User stories and release plan
- B. Product backlog and definition of done (DoD)
- C. Scope of work and product backlog
- D. Sprint retrospective and release plan

Correct Answer: B

Section:

QUESTION 248

A project manager is leading a program execution and has challenges, because a project team waits for every decision to be made by the project manager. The progress of the team is slow because the project manager is the bottleneck. Upon assessing the situation, the project manager realized that the team members can handle the work on their own.

What should the project manager do?

- A. Raise a resource request to get complimentary training for the project manager and team members.
- B. Escalate the situation to the resource manager to ensure the team makes their own decisions.
- C. Gather feedback from all team members and define a process to handle the team requests.
- D. Revise the roles and responsibilities and empower the team to make their own decisions.

Correct Answer: D

Section:

QUESTION 249

A company is going through a large cost-cutting initiative. Senior management requests a report on the work remaining for outstanding projects. Which tool should the project manager use for this purpose?

- A. Forecast estimation
- B. Earned value (EV)
- C. Cumulative flow diagram
- D. Burndown chart

Correct Answer: D

Section:

QUESTION 250

A project manager has recently been asked to take over an existing project that is halfway through execution. The project sponsor asked the project manager to ensure that the work carried out and the product being created do not deviate from the prescribed business value.

What should the project manager do to achieve this goal?

- A. Review the requirements management plan.
- B. Monitor the work breakdown structure (WBS).
- C. Carry out quality audits and failure analyses.
- D. Review the benefits realization plan.

www.VCEplus.io

Correct Answer: D

Section:

QUESTION 251

A project team is working together on a computer relocation project, and all of the team members are experienced with relocation. There are many ideas being shared during the team meeting, and too many ideas result in the team being unable to conclude the relocation approach.

What should the project manager do?

- A. Employ a consulting company to offer best practice solutions.
- B. Seek management's decision for the best relocation approach.
- C. Empower the team members to make decision themselves.
- D. Help the project team create consensus around the solutions.

Correct Answer: D

Section:

QUESTION 252

An organization is going through a transformation, migrating most of its projects from a predictive to an agile approach. The marketing VP, who is also a key stakeholder, expressed a concern about losing control of the features that will be implemented in the product lines.

What should the project manager responsible for this project do?

- A. Email the marketing VP with a cost-benefit analysis of the new model, detailing how the company will improve its products.

- B. Schedule a meeting with the marketing VP to discuss and clarify the benefits of using an agile approach.
- C. Apply influence with other key stakeholders to mitigate risks that may be generated by the marketing VP.
- D. Review the issue with the marketing VP and request additional project funding for team training.

Correct Answer: B

Section:

QUESTION 253

To limit the amount of time and cost of using a contract programming firm, a product manager announces that the developers will not be paid for unrequested embellishments to the product. What can the development team and scrum master do to ensure they are paid for all their work?

- A. Convert the story points on user stories to hours to provide estimates of the potential costs to the product manager.
- B. Have the product manager work with the scrum master to assign specialists to user stories to meet the requirement.
- C. Ensure that the task board is used as an information radiator and all stories have enough detail to build the required feature or function.
- D. Refine the definition of done (DoD) for user stories to ensure that part of the completion is a verification review of the code.

Correct Answer: D

Section:

QUESTION 254

A project has completed the first phase. During the lessons learned meeting, the project manager reported that the project was successful because it was on time, on budget, and on scope. The sponsor objected and said that other project benefits, such as cost reduction of the product and system response time, were not achieved. What may have caused this situation?

- A. The change control plan was not followed by the project manager.
- B. The acceptance criteria were not accurately defined.
- C. The items did not appear in the project management plan.
- D. The benefits should have been managed at the organizational level.

www.VCEplus.io

Correct Answer: D

Section:

QUESTION 255

Due to price inflation, an agile project manager has identified that the available project funding will not be enough to bring on an additional team member for the upcoming iterations as initially planned. The project budget and release deadlines are tight. The existing cross-functional team is experienced. What is the first approach the project manager should take?

- A. Ask the business stakeholders to reduce the number of features required for the product.
- B. Delay the hiring of the additional resource until market conditions are favorable to work within project requirements.
- C. Ask the functional managers to source a less experienced and less expensive team member for the project.
- D. Request the current team to analyze the work planned for the additional resource.

Correct Answer: D

Section:

QUESTION 256

A project team is transitioning to agile delivery. The team uses a Kanban board to track progress.

In the daily meetings, the team members have been reporting good progress. However, the cards on the board are not progressing toward "done." What should the project manager do?

- A. Ask each team member to include the completion date on their cards.
- B. Remind the team that self-organized teams are accountable for project progress.
- C. Cancel the daily meetings and organize weekly project team meetings.
- D. Ask the development lead to indicate low performers after the daily meeting.

Correct Answer: A

Section:

QUESTION 257

A sponsor requires that the established quality standards for the project be met. As a result, the sponsor asks the project manager for stable measures to ensure that the quality is met.

Which three actions should the project manager do? (Choose three.)

- A. Identify in the iteration planning the acceptance criteria that meet quality standards.
- B. Identify the acceptance criteria during the retrospective that meet the quality standards.
- C. Analyze the lessons learned to determine appropriate testing metrics in quality standards.
- D. Incorporate performance metrics on the verified deliverables according to quality standards.
- E. Perform a risk analysis to determine the impact of not complying with quality standards.

Correct Answer: A, C, D

Section:

www.VCEplus.io