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### QUESTION 1

It is late at night on a weekend when a team member calls the project manager on the telephone. The team member is crying about the pressures of an upcoming deadline. What should the project manager do?

- A. Ask the team member to send their concerns in writing.
- B. Empathize with the team member and discuss next steps.
- C. Review the organization's human resources (HR) policy.
- D. Schedule a meeting with the team member for the next work day.

Correct Answer: B

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### QUESTION 2

An IT project manager for a project that is 50% complete teams that a critical team member plans to relocate to another country soon. The team member is needed for the remainder of the project.

How should the project manager improve team dynamics?

- A. Require that all team members be physically present for the weekly project review.
- B. Offer the team member an incentive to stay until the end of the project.
- C. Replace the team member with someone who has similar qualifications and is located closer.
- D. Set up a weekly video conference to monitor the progress of the team member's work.

Correct Answer: B

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### QUESTION 3

A project is designed to provide local community members with health facilities that will support improved sanitation practices. What should the project manager do to ensure the community members are up to date on project progress?

- A. Share project updates when requested by the stakeholders.
- B. Share project updates through regular community meetings.
- C. Share the annual reports virtually and in the local newspapers.
- D. Share the project reports with the sponsor to inform community members.

Correct Answer: B

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#### QUESTION 4

A project manager is in the process of creating a strengths-based team and is organizing a series of workshops to identify and document the strengths of each project team member. During this session, there are multiple team members who are not actively participating. These meetings are becoming futile due to a lack of participation.

What should the project manager do?

- A. Have a one-on-one discussion with each team member to emphasize their individual talents.
- B. Document the behavior of the team members and highlight it during their performance reviews.
- C. Identify the team members who are not participating and reprimand them.
- D. Explain the benefits of the approach and the effects of positive psychology.

Correct Answer: D

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#### QUESTION 5

A project in the execution phase is part of a large transformation program. The project manager for this project reports to a program manager and also heads the steering committee for this project. A steering committee meeting will be held in the following 2 weeks, during which the approach to measure the schedule performance of the project thus far will be presented.

What should the project manager do in preparation for this meeting?

- A. Prepare to demonstrate the cost-benefit ratio, business value, and return on investment (ROI) as the schedule performance metrics.
- B. Update the cost performance index (CPI) and schedule performance index (SPI) to measure the performance of the project.
- C. Prepare to explain that the schedule performance index (SPI), schedule variance (SV), and other performance metrics are being used.
- D. Inform the program manager that the project is using an agile approach and schedule performance metrics are not applicable.

Correct Answer: C

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