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QUESTION 1

A project manager invites the company CEO, sponsor, team members, and an external client representative to a meeting to review the project management plan. The project manager starts to present the budget but the CEO suddenly asks to end the meeting.

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

- A. Reviewed the communications management plan before inviting an external client representative to the meeting
- B. Reviewed the cost management plan with internal participants and CEO prior to inviting an external client representative to the meeting
- C. Performed a root cause analysis with the external client representative and documented the findings in the lessons learned register
- D. Sent the presentation slides to internal participants first and then to the external client representative prior to the meeting

Correct Answer: B

QUESTION 2

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

Correct Answer: D

QUESTION 3

A project manager has been assigned to a corporate project management office (PMO). They are responsible for leading the development and rollout of updated project management procedures and templates that would include both predictive and agile approaches.

What should the project manager do after the documents are completed?

- A. Upload the files to the corporate website to be available for internal use.
- B. Develop a training plan for all of the stakeholders to learn about the updates.
- C. Hire an external consultant to monitor the execution of the new procedures.



D. Meet with the department managers to help them roll out the new procedures.

Correct Answer: B

QUESTION 4

A team is holding the first demonstration of the software built to date on a medium-sized project. The product owner has uncovered a number of issues they would like to be addressed before providing approval. How should the project manager approach this problem?

- A. Plan to address the issues through backlog grooming and incorporate them into the next sprint
- B. Refer the product owner to the change management plan, then escalate to the steering committee
- C. Refer the product owner to the signed business requirement document and explain that the current plan cannot facilitate these changes
- D. Tell the product owner the issues will be addressed in the second version of the software

Correct Answer: A

QUESTION 5

A project manager for a digital transformation project has already received the business needs for the project. When gathering requirements, the project manager discovers that not all of the requirements can be delivered with the available resources, but that some of the requirements will be enough to add business value.

With the project on a fixed budget, what should the project manager do next?

- A. Plan the project based on the available resources and submit a change request upon completion.
- B. Gather all stakeholders and provide recommendations on a smaller, more feasible project scope.
- C. Identify the technical requirements and request that management hire external resources.
- D. Document the problem in the issue log and suggest a change request to decrease the scope.

Correct Answer: B

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