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### QUESTION 1

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

Correct Answer: A

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### QUESTION 2

A company is initiating a project to decommission inefficient sales channels. Several stakeholders argue that one channel that indicates a downturn in generating value is still more efficient than some of the channels that are planned to remain.

What should the project manager do?

- A. Plan for incremental and iterative delivery based on feedback from the marketing and sales team.
- B. Review and update the success criteria to ensure that the channel is not decommissioned.
- C. Inform the stakeholders that the list of channels to be decommissioned was approved by the CEO.
- D. Escalate the objection to the steering committee and human resources (HR) as a personal intimidation incident.

Correct Answer: A

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### QUESTION 3

A project manager has team members around the world in many different time zones. Project work frequently stalls because people in one office need to wait until another office is awake to have questions answered.

What should the project manager have done to avoid this?

- A. Used communication tools, such as video conferencing so different offices could communicate.
- B. Learned more about how each team member prefers to communicate before assigning project work
- C. Planned and scheduled tasks and work packages to overcome geographical and time zone challenges
- D. Ensured that the project would be the highest priority for all team members



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Correct Answer: C

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#### QUESTION 4

A project is behind schedule and over budget, resulting in a problem for the next deliverable. The project manager informs the stakeholders, who are very concerned about the project. What should the project manager do to alleviate the stakeholders' concerns?

- A. Send communications for clarification so there is a full understanding about the situation.
- B. Demonstrate the performance indexes and recommend corrective actions to the stakeholders
- C. Schedule a kick-off session to explain the problems of the project and gain approval and support
- D. Speak with the sponsor and explain the situation so that the sponsor can explain it to the stakeholders

Correct Answer: B

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#### QUESTION 5

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

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

Correct Answer: D

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