

Latest Version: 11.0

Question: 1

A new project manager is planning an information security project for a company that resides in different countries. What is the first step the project manager should take to gather customer requirements?

- A. Conduct a stakeholder analysis to identify how regional policies may influence needs
- B. Request relevant stakeholders to conduct an analysis and reach consensus independently
- C. Conduct a project scope review workshop with relevant stakeholders.
- D. Conduct project planning meetings in one location with relevant stakeholders

Answer: A

Question: 2

A project team with members from many different countries is struggling to cooperate. The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase. The project is beginning to fall behind schedule. What can the project manager do to move the team to the norming phase?

- A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.
- B. Speak with the project sponsor about changing the team composition.
- C. Figure out who is behind the issues and apply progressive disciplinary techniques.
- D. Show the team the schedule impact of their communication issues and encourage them to put their differences aside.

Answer: A

Question: 3

A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework and a project manager has been asked to use adaptive tools in their next project. This is not the first time the request has been made and the previous project failed when adaptive tools were implemented. What should the project manager do?

- A. Prepare a change request and seek approval from the steering committee regarding the new project framework.
- B. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare

a communications management plan

- C. Bring in a third party company to develop and implement a hybrid framework for this specific project.
- D. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects

Answer: C

Question: 4

To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project. The group uses a three-point estimating technique. The project manager submits the estimated budget to the project sponsor for approval. The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations.

What should the project manager do?

- A. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate.
- B. Review the historical information and lessons learned from last year's project to justify the new budget estimate.
- C. Change the budgeting technique to a more accurate, bottom-up cost estimation.
- D. Use soft skills to convince the project sponsor to approve the new budget estimate.

Answer: D

Question: 5

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders. This issue is putting the project schedule at risk.

What should the project manager do first to facilitate the approval of project requirements?

- A. Review the project charter
- B. Perform a stakeholder analysis
- C. Identify the source of the disagreement
- D. Hold a team-building event

Answer: C