

Planning

B

Executing

C

Initiating

D

Monitoring & Controlling - ANS
Correct answer: Initiating

The project manager is currently in the initiation phase of the project. Initiating is the processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

The Initiating phase of the project management process includes the following:

Selecting the project manager

Determining company culture and existing systems

Collecting processes, procedures, and historical information

Dividing large projects into phases

Understanding the business case

Uncovering initial requirements, assumptions, and risks

Assessing project and product feasibility within the given constraints

Creating measurable objectives

Developing the project charter

Identifying stakeholders

Identifying the appropriate focus for each stakeholder

Company X is in the process of implementing new software. Jai is the head of the IT department for Company X and Bai is the operations manager for the department receiving the new software. What are Jai and Bai best considered?

A

Sponsors

B

Customers

C

Project managers

D

Stakeholders - ANS
Correct answer: Stakeholders

Jai and Bai would both be considered stakeholders for Company X's software implementation project. Stakeholders are individuals who will affect or be affected by a project. The project manager is the person in charge of the project, and the project sponsors are those who are authorizing the project to occur.

Dennis has just been assigned to an Agile project due to his leadership abilities from previous projects. He is known to focus on his team's growth, learning, development, autonomy, and well-being. Which leadership style does this best represent?

The correct term in this scenario is Process Improvement Plan. This is because the action taken by the project manager and team directly addresses a specific operational issue (excessive overtime) encountered in a previous project. By incorporating a major feature to reduce overtime, they are effectively executing a plan to improve the project process. This is distinct from product scope, which relates to the features and functions of the project's end product, or project scope, which encompasses the total work involved in delivering the product.

Product scope refers to the characteristics and functionalities of the project's end result. Project scope involves the work and activities needed to deliver the project's outcome. Project title is the name or identifier of the project.

It has been a long 6 months of project execution, and you have just completed the last requirement for the project. Who is responsible for providing formal notice that a contract has been completed?

A

The stakeholders

B

The seller

C

The buyer

D

The project manager - ANS

A procurement contract is created between a buyer and a seller, and the seller is the one who is responsible for doing the work. Therefore, it is the buyer who must determine if the work has met their expectations.

Marjatta is in a conversation with a fellow project manager about stewardship within their roles. She explains that there is a duty in which they represent themselves, their position, and the team in the most accurate way that represents the organization. This type of behavior allows stakeholders to understand the level of commitment they can make regarding resources, decision making, or any type of approval.

What stewardship duty does this best represent?

A

Care

B

Trustworthiness

C

Compliance

D

Integrity - ANS

Stewardship duties of trustworthiness represent themselves, their roles, their teams, and their authority with the most accuracy that is internal and external to their respective

Create options to make the change successful

D

Evaluate the impact of the change - ANS Correct answer: Implement the change

The next step that the project manager should take after receiving approval to implement the change request is to implement the change. When a project manager receives a change order request, the first step is to attempt to resolve the issue with corrective action that would not change the plan or its components. If this is not an option, the project manager would analyze the change order request and make a recommendation for approval or rejection. The analysis and recommendation would be forwarded to the project sponsor who decides whether to approve or reject the change order request. The project manager documents the result. If the sponsor approves the change order request, the project manager implements it by changing the project budget, schedule, and scope as necessary.

The project manager performed the team members' assessments. Based on this information, which process group is the project manager's project currently in?

A

Monitoring & Controlling

B

Closing

C

Executing

D

Planning - ANS Correct answer: Closing

The project manager is in the closing process group when they have completed team members' assessments as well as released project resources.

Other activities that can take place at project closing are as follows: obtain acceptance by the customer or sponsor to formally close the project or phase, conduct post-project or phase-end review, record impacts of tailoring to any process, document lessons learned, apply appropriate updates to organizational process assets, archive all relevant project documents in the Project Management Information System (PMIS) to be used as historical data, close out all procurement activities ensuring termination of all relevant agreements, and perform team members' assessments and release project resources.

The project manager started the project with a BAC of \$5,000. The project currently has an EV of \$2,000 and an AC of \$1,000. What is the TCPI for the project?

A

1.33

B

0.75

C

0.50

D

Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interest, and potential impact on the project.

Which of the following tools or techniques in the Control Schedule process is used to find ways to bring project activities that are behind back into alignment with the plan by fast-tracking or crashing project work?

A

Leads and lags

B

Schedule compression

C

Critical path method

D

Resource optimization - ANS
Correct answer: Schedule compression

Tools and techniques used during the Control Schedule process include:

Data analysis

Critical path method

Project management information system

Resource optimization

Leads and lags

Schedule compression

Schedule compression is the tool or technique used to find ways to bring project activities that are behind back into alignment with the plan by fast-tracking or crashing project work.

Leads and lags can be applied during network analysis to bring activities that are behind back into alignment with the plan.

You are a project manager for a very large company and have taken over a new project that was in the middle of execution. You would like to see which stakeholders have the greatest influence over your project. Where is the best place to find this information? - ANS
Correct Answer: Stakeholder register

It is in the stakeholder register that a project manager would find which stakeholders have been identified as having the greatest influence over a project. The stakeholder register will also contain details about particular stakeholders to help understand what knowledge they may have. It also captures the requirements and various expectations they may have for the project.

You are coaching an agile project, and you review the progress report. You have determined that the project is not conforming to the product owner's backlog

Product scope description - ANS
Correct answer: Product scope description

The product scope description is part of the project scope statement. It documents the characteristics of the product, service, or result described in the project charter and requirements documentation. In this case, the document being described includes the characteristics of the product that needs to be created; therefore, it is the scope description.

You are the project manager, and three of your team members are constantly arguing with each other. To resolve their latest conflict, you help them come to a conclusion that uses a little of each of their ideas. Which conflict management technique is being used in this scenario?

A

Compromise/reconcile

B

Force/direct

C

Collaborate/problem solve

D

Withdraw/avoid - ANS
Correct answer: Collaborate/problem solve

There are five general techniques for resolving conflict. Each technique has its unique place and use:

Collaborate/problem solve: Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue. This approach can result in a win-win situation.

Withdraw/avoid: Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.

Smooth/accommodate: Highlighting areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony.

Compromise/reconcile: Searching for solutions that bring some degree of satisfaction to all parties to temporarily or partially resolve the conflict. This is generally a lose-lose situation.

Force/direct: Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position. This is often a win-lose situation.

While similar to smooth/accommodate, the conflict management technique being used in this scenario is collaborate/problem solve, which is used to get to the root of an issue so that it will lead to consensus and commitment.

You are working in an Agile environment where the project team is geographically dispersed throughout the world with overlapping time zones. What is a technique that could be used to bridge the gap between the physical distance between Agile team members?

A