QUESTION 568
While starting a new project, management is aligning the project to the organization's strategy, assigning limited resources based upon priorities, and optimizing resource deployment between projects.
Which of the following BEST describes these actions?

A. Portfolio management
B. Agile management
C. Project management
D. Strategic management

Answer: A

QUESTION 569
Which of the following should be updated FIRST, once the hurricane season has ended?

A. Scope statement
B. Issue log
C. Risk register
D. Communications plan

Answer: C

QUESTION 570
A project team member has completed an assigned task on time.
After updating the project schedule, which of the following steps should the project manager take NEXT?

A. Send an updated schedule to the CCB.
B. Send a project status update to the sponsor.
C. Release the team members to the functional manager.
D. Notify the team members to begin successor tasks.

Answer: D

QUESTION 571
A firm, fixed-price project is on pace to exceed the maximum defect rate identified in the project charter. The customer has stated the project must be delivered on time.
Which of the following is the BEST option for the project to complete on time and within parameters?

A. Reduce the project scope.
B. Crash the schedule.
C. Request additional budget from the customer.
D. Apply new resources to the project.

Answer: B

QUESTION 572
A contract manager is reconciling project invoices and needs to charge work performed by an outside contractor to a general ledger.
Which of the following would be the BEST project document to reference for this information?

A. Cost management plan
B. WBS dictionary
C. Statement of work
D. Vendor selection matrix

Answer: A

QUESTION 573
Project B cannot start before Project A is complete, but Project B has been given authorization to begin to meet legislative requirements.
Which of the following is the BEST way to expedite the projects?

A. Project A can reduce the number of deliverables.
B. Project A can be crashed using Project B's resources.
C. Project B can have its resources leveled.
D. Project B can begin without Project A completing, therefore accepting future rework.

Answer: B

QUESTION 574
A project manager is collecting work package information from the project team for the first time.
Which of the following elements should the project manager have at the end of the meeting?

A. Task name, duration, and dependencies
B. Task leveling, baseline, and critical path
C. Task assignments, quality requirements, and project governance sign-off
D. Task start, finish, and estimate cost

Answer: C

QUESTION 575
A project manager is working on a project, which needs to be delivered within six months. The project sponsor has made it known that the six months is non-negotiable and additional funding can be provided, if required. The project is in the fifth month, and testing is ongoing. The project team has identified a major defect that will take up to one month to rectify.
Which of the following is the BEST action for the project manager to take to ensure the project finishes as planned?

A. Obtain additional resources to crash the timelines.
B. Continue the project as is and communicate the imminent one-month delay to the sponsor.
C. Fast-track non-critical-path activities.
D. Deliver the products to meet the timelines and create an additional phase to address issues.

Answer: A

QUESTION 576
A project team is creating a new product, and stakeholders are having a hard time understanding the product.
Which of the following should be sent to the stakeholders?

A. Printed sketches and potential uses
B. Memo outlining high-level requirements
C. Sponsor mandate for the product
D. Link to the project's intranet site to review status reports

Answer: A

QUESTION 577
A manager is reviewing some projects with two project managers who are working on the financial system.
Which of the following BEST describes this type of review?

A. Operations
B. Project
C. Portfolio
D. Program

Answer: C

QUESTION 578
A functional manager within a project is requesting to edit the display features of an application that is being developed.
Which of the following has the authority to approve the edit?

A. PM
B. CCB
C. PMO
D. SME

Answer: A

QUESTION 579
As part of the early stages of a potential corporate acquisition, which of the following documents should the acquiring organization complete, showing regulators and investors the offered purchase price and target closing date?

A. Sales contract
B. Memorandum of agreement
C. Letter of intent
D. Purchase order

Answer: A

QUESTION 580
Which of the following characteristics would stakeholders MOST likely have?

A. Provide input, vested interest, affected by project
B. No vested interest, funding control, expertise
C. Project steering, funding control, vested interest
D. Expertise, provide input, good at controlling

Answer: A
Explanation:
https://opentextbc.ca/projectmanagement/chapter/chapter-5-project-stakeholders-project- management/

QUESTION 581
A solid line is connecting a project team member to two people above the member on the organizational chart.

Which of the following types of organization does this indicate?

A. Functional
B. Merged
C. Split
D. Matrix

Answer: D
Explanation:
https://www.pmi.org/learning/library/matrix-organization-structure-reason-evolution-1837

QUESTION 582
Which of the following documents is a snapshot in time of a project during the execution phase?

A. Scope document
B. Performance indicators
C. Status report
D. Risk register

Answer: C

QUESTION 583
A concrete pad needs to be laid for a new house and requires three days to cure. The project manager notes that rain may be in the immediate forecast.
Which of the following would BEST avoid the risk of rain damage?

A. Place a tarp over the fresh concrete to protect it.
B. Refinish the concrete if it rains during that time.
C. Pour the concrete as quickly as possible to allow the most drying time.
D. Wait to pour the concrete until rain is not in the forecast.

Answer: C

QUESTION 584
A project stakeholder approaches the project manager and wishes to know how long the vendor will provide support for the application being developed for the project.
This information should be provided during the:

A. closure meeting.
B. kickoff meeting.
C. stand-up meeting.
D. team meeting.

Answer: C

QUESTION 585
A new project manager is assigned in the middle of a seven-month project. The project is behind schedule, and there is only historical weekly cost data available.
Which of the following best practices should the project manager perform to assess project costs?

A. Review the SPI.
B. Create a burndown chart.
C. Ask the project sponsor for additional funding.
D. Perform a cost benefit analysis.

Answer: A
Explanation:
https://www.pmi.org/learning/library/practical-calculation-schedule-variance-7028

QUESTION 586
Which of the following project management roles is responsible for estimating the duration of tasks?

A. Project scheduler
B. Project team
C. Project manager
D. Project coordinator

Answer: C
Explanation:
https://activecollab.com/blog/project-management/project-manager-roles-and-responsibilities

QUESTION 587
Project A is delivering the foundation for Project B. Construction regulations have changed during Project A, requiring work to be redone in the allocated buffer.
Which of the following is the MOST likely impact to Project B?

A. The cost will increase.
B. There will be no impact.
C. The scope will change.
D. The schedule will change.

Answer: D

QUESTION 588
A project manager is developing a risk management plan and has decided to score each risk based on composite score of impact and probability. In discussions with the project sponsor, they determined that all risks with a composite score lower than 1 will not receive further attention.

ID	Owner	Status	Date Identified	Strategy	Impact	Probability	Score
1	Project manager	Open	May 1		5	50%	
2	Sponsor	Open	May 1		2	70%	
3	Scheduler	Closed	May 8		4	25%	
4	Developer	Open	May 8		2	10%	
5	Project manager	Open	May 8		4	25%	
6	PMO	Open	May 15		1	90%	

Which of the following risks should the project manager accept? (Choose two.)

A. 1
B. 2
C. 3
D. 4
E. 5
F. 6

Answer: CE

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