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A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation. Which of the following should the project manager bring to the meeting to support this recommendation? (Select TWO.) A. The issue log to show why the vendor should be replacedB. The team action items to show why the vendor should be replacedC. The scope statement to show why the vendor should be replacedD. A procurement plan to show why the vendor should be replacedE. A change management plan to have the vendor replaced Answer: AE QUESTION 2A company has updated the method it uses to initiate projects. The company requires RFPs from three vendors, and low high bids must be rejected to determine the selected vendor. Which of the following terms describes this requirement? A. OutsourcingB. Business acquisitionC. Business process changeD. Internal reorganization Answer: A QUESTION 3The project manager has noticed a vendor is not performing in accordance with the SLA. Which of the following items should the project manager use to highlight the vendor's areas of poor performance? A. Balanced score cardB. WBSC. Post-project evaluationD. PERT Answer: B QUESTION 4Team members have reported that meetings are poorly attended and unproductive. Which of the following steps can the project manager take to make the meetings more productive? A. Discontinue the meetings with the poorest attendance.B. Decrease the length of the meetings.C. Distribute an agenda before each meeting.D. Document team member attendance and report it to management. Answer: D QUESTION 5Which of the following documents should be used to provide high-level reporting to key stakeholders? A. DashboardB. Communication planC. Statement of workD. Project charter Answer: C QUESTION 6During the initiation phase, a project manager has asked for a document containing the high-level objectives and goals for a project. Which of the fallowing documents would contain these items? A. Business caseB. Requirements documentC. Project timelineD. Task plan Answer: A QUESTION 7A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close- date The project team meets and determines that the project should be fast-tracked. Which of the following documents should the project team reference to fast-track the project? (Select TWO.) A. Scope management planB. Configuration management planC. Network diagramD. Project scheduleE. Project plan Answer: AC QUESTION 8During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months. Which of the following should have occurred to prevent this issue? A. During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.B. The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.C. During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.D. During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down. Answer: C QUESTION 9A project team is composed of numerous team members who are located throughout a country All personnel have identified core business hours A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility. Which of

the following is the MOST expedient communication method, assuming the question can be resolved quickly? A. EmailB. Social mediaC. Text messagingD. Face-to-face Answer: A QUESTION 10Due to a new government regulation, a project change is required. The project manager evaluates the change and realizes a legal department will need to approve the change as well. The project manager should ____. A. follow the change process flow and notify the legal department after the change is implemented B. extend a formal invitation to the legal department representative to join the CCBC. hold a separate meeting with the legal department representative and ask for approvalD. notify the legal department representative in the event of an upcoming audit Answer: B QUESTION 11If a project sponsor wants to know the current status and progress of a project, which of the following is the BEST approach to find this information? A. The project sponsor should obtain the current status from team members, put it into a presentation, and present it to the project manager for review.B. The scheduler should obtain the current status from team members, apply it to the baseline of the schedule, and run a report.C. The scheduler should obtain the current status from team members, update the project charter, project management plan, dashboard, and SOW; and then create a status report to provide to the project manager.D. The scheduler should obtain the current status from team members, update the risk register, and provide the information to the project champion for review. Answer: B QUESTION 12Which documents does a vendor rely on to commit funding and resources to a project? A. SOWB. POC. SUD. MOU Answer: B QUESTION 13A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorm,TM of potential strategies. Which of the following documents should the project coordinator use? A. Risk registerB. Issue logC. Communication planD. Status report Answer: C QUESTION 14Which of the following describes how a project is related to a program? A. A program is a combination of multiple projects.B. A program contains an element of the project.C. A program is a part of a project.D. A program uses half of the project's budget. Answer: C QUESTION 15Which of the following is a key aspect of the Agile project management methodology? A. Test-drivenB. Daily standup meetingsC. Short project durationsD. Defined list of requirements Answer: B QUESTION 16Which of the following are examples of organizational change? (Select TWO.) A. RelocationB. ScopeC. Business processD. ScheduleE. Risk event Answer: E QUESTION 17A vendor has accepted a proposed project from a customer. Which of the following is MOST likely to be the first document created by the project manager? A. Project charterB. Project management planC. Project statement of workD. Project schedule Answer: B QUESTION 18The PMO is responsible for ____. (Select TWO.) A. managing the project plan, scope, risk, and budgetB. contributing expertise, deliverables, and estimates of costsC. setting standards and practices for the organization and providing governanceD. outlining consequences of non-performance and coordinating between disparate projectsE. approving funding, developing the project schedule, and gathering high-level requirements Answer: CD QUESTION 19Which of the following describes risk mitigation? A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.B. The understanding of the risk with a detailed explanation of how the project intends to address the potential for occurrence.C. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.D. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it. Answer: A QUESTION 20A project manager has noticed poor attendance at status meetings. Which of the following strategies should the project manager use to improve attendance? (Select TWO.) A. Provide an agenda before the status meeting.B. Adhere to an agenda and scheduled time.C. Add non-project-related items to the agenda.D. Add and discuss new agenda items throughout the meeting.E. Discard the action items at the conclusion of the meeting. Answer: DE

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