CAPM Practice Simulator

1,425 Original Questions with Answers and Explanations

Domain	Questions	Bank share
Fundamentals	512	35.9%
Predictive	243	17.1%
Agile	285	20.0%
Business Analysis	385	27.0%

These are independently written study questions. The supplemental video transcript was used only to identify learning objectives; its question wording was not copied. PMI does not endorse this simulator.

How to use this book

Try each item before reading its shaded answer panel. Multiple-response items state how many choices to select. Matching and ordering items provide the required relationships or sequence in the answer line.

Question ranges

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Questions 1-50

QUESTION 1 Fundamentals | Task 1 | Easy | Single answer

A hospital creates a temporary initiative to deploy a new patient scheduling system, then hands day-to-day support to the IT operations team after go-live. What is the temporary initiative?

A. Operations

B. A project

C. A portfolio

D. Ongoing support

Correct answer: B

Why: A project is temporary and creates a unique product, service, or result. Ongoing support after go-live is operational work.

A. Operations are ongoing, repetitive activities that sustain the business.

B. The deployment effort is temporary and produces a unique outcome.

C. A portfolio is a collection of projects, programs, and other work.

D. Ongoing support happens after the temporary initiative ends.

QUESTION 2 Fundamentals | Task 1 | Moderate | Single answer

A company groups three related software implementation projects together so benefits can be coordinated and dependencies managed across them. What is this grouping called?

A. Portfolio

B. Program

C. Operation

D. Product backlog

Correct answer: B

Why: A program coordinates related projects to realize benefits and manage interdependencies that would be harder to manage separately.

A. A portfolio aligns work to strategy but does not require the projects to be interdependent.

B. Related projects coordinated for shared benefits form a program.

C. Operations are repetitive business activities, not coordinated temporary efforts.

D. A product backlog is an agile artifact, not an organizational grouping of projects.

QUESTION 3 Fundamentals | Task 1 | Moderate | Single answer

A startup is building a customer-facing mobile app. Requirements are expected to change frequently based on user feedback every two weeks. Which approach is most appropriate?

A. Predictive

B. Adaptive

C. Program management

D. Operations management

Correct answer: B

Why: Adaptive approaches work well when requirements are uncertain and frequent feedback is valuable.

A. Predictive is better when scope can be defined and stabilized early.

B. Iterative feedback and changing requirements favor an adaptive approach.

C. Program management is a governance construct, not a delivery approach.

D. Operations management concerns ongoing business activity.

QUESTION 4 Fundamentals | Task 1 | Moderate | Single answer

A sponsor asks why formal project management should be used for a strategic facility move. What is the best response?

A. It guarantees the project will finish under budget

B. It reduces the need for stakeholders to make decisions

C. It provides a structured way to align objectives, manage uncertainty, and coordinate work

D. It replaces governance oversight

Correct answer: C

Why: Project management adds value by structuring delivery, aligning stakeholders, managing constraints and risks, and improving decision making.

A. Project management improves control but does not guarantee outcomes.

B. Stakeholder decisions remain important throughout the project.

C. This captures the core purpose and value of project management.

D. Governance still provides oversight and decision authority.

QUESTION 5 Fundamentals | Task 3 | Moderate | Multiple response

A project manager has just been assigned to a cross-functional project. Which two actions are most aligned with the project manager's role? Select two.

A. Integrate work across functions

B. Approve the business case without sponsor input

C. Facilitate communication among stakeholders

D. Perform every technical task personally

Correct answer: A, C

Why: The project manager integrates work and facilitates communication. Business case approval belongs to governance or sponsor roles, and the PM does not personally perform all technical work.

A. Integration is a core project manager responsibility.

B. Sponsor or governance roles typically own business case approval.

C. Communication and coordination are central PM responsibilities.

D. The PM leads and coordinates rather than doing every technical task.

QUESTION 6 Fundamentals | Task 3 | Moderate | Single answer

In a matrix organization, a project manager needs a database specialist for six weeks. Who is most likely responsible for assigning that specialist to the project?

A. The sponsor

B. The project manager alone

C. The functional manager

D. The customer

Correct answer: C

Why: In a matrix environment, functional managers commonly control staff assignments while the project manager coordinates project work.

A. The sponsor provides support and direction, not day-to-day staff assignment.

B. The project manager usually negotiates for resources rather than unilaterally assigning them.

C. The functional manager typically controls specialized resource allocation.

D. Customers do not normally assign internal staff.

QUESTION 7 Fundamentals | Task 4 | Moderate | Single answer

During execution, a key stakeholder asks for a feature that could affect scope, schedule, and cost. What should the project manager do first?

A. Tell the team to add it immediately

B. Evaluate the impact through the change process

C. Reject the request because baselines exist

D. Ask procurement to update the contract first

Correct answer: B

Why: The project manager should first assess the impact through the agreed change process before approval or implementation.

A. Implementing before evaluation creates uncontrolled change.

B. Integration includes assessing effects across project constraints.

C. Baselines do not prevent legitimate change evaluation.

D. Contract updates come after determining whether the change is approved and relevant.

QUESTION 8 Fundamentals | Task 1 | Difficult | Single answer

A vendor offers the project manager an expensive gift during source selection. According to professional ethics, what is the best action?

A. Accept it because the vendor relationship matters

B. Accept it if the sponsor also receives one

C. Decline it and follow organizational policy

D. Keep it private to avoid delaying procurement

Correct answer: C

Why: The ethical response is to avoid conflicts of interest or the appearance of bias by declining the gift and complying with policy.

A. Accepting the gift may create bias or the appearance of bias.

B. Shared acceptance does not remove the ethical concern.

C. This aligns with ethics, fairness, and organizational policy.

D. Concealing the gift worsens the ethical issue.

QUESTION 9 Fundamentals | Task 3 | Easy | Single answer

Which statement best describes the project team's role?

A. Provide funding and approve the charter

B. Perform the work needed to create project deliverables

C. Set organizational strategy for the portfolio

D. Own all governance decisions

Correct answer: B

Why: The project team performs project work and helps produce the deliverables.

A. Funding and charter approval are usually sponsor or governance responsibilities.

B. The team creates the deliverables and completes project work.

C. Organizational strategy belongs to senior leadership or portfolio governance.

D. Governance decisions are not owned by the project team.

QUESTION 10 Fundamentals | Task 3 | Moderate | Single answer

An agile team identifies its own approach for completing selected backlog items during the iteration. What characteristic of the team does this illustrate?

A. Self-management

B. Functional hierarchy

C. External governance

D. Procurement authority

Correct answer: A

Why: Adaptive teams often self-manage how they complete work within agreed goals and constraints.

A. Self-management means the team organizes how to perform the work.

B. A functional hierarchy emphasizes manager-directed work.

C. Governance oversight is different from day-to-day work organization.

D. Procurement authority is unrelated here.

QUESTION 11 Fundamentals | Task 3 | Moderate | Multiple response

Which two responsibilities typically belong to project team members? Select two.

A. Contribute expertise to produce deliverables

B. Approve portfolio strategy

C. Raise risks and issues early

D. Authorize organizational funding

Correct answer: A, C

Why: Team members contribute domain expertise and help surface risks and issues. Portfolio strategy and funding authorization are outside normal team responsibilities.

A. Team members apply their expertise to the work.

B. Portfolio strategy is set at a higher organizational level.

C. Team members should communicate risks and issues promptly.

D. Funding authorization belongs to sponsor or governance roles.

QUESTION 12 Fundamentals | Task 3 | Moderate | Single answer

Two specialists on the project team strongly disagree about a technical design choice. They have data supporting different options. What should happen first?

A. Escalate immediately to the steering committee

B. Let the disagreement continue until one person gives up

C. Facilitate a discussion using objective criteria

D. Remove both specialists from the project

Correct answer: C

Why: The team and project manager should first work through the disagreement using facts, criteria, and collaboration before escalation.

A. Immediate escalation is not the first step when the issue can be resolved at team level.

B. Unmanaged conflict harms performance.

C. Objective problem solving is the best initial response.

D. Removing contributors is an extreme and usually inappropriate first step.

QUESTION 13 Fundamentals | Task 3 | Easy | Single answer

Which responsibility most commonly belongs to the project sponsor?

A. Facilitate daily standups

B. Provide resources and champion the project at a high level

C. Estimate every activity duration

D. Develop all technical specifications

Correct answer: B

Why: The sponsor typically champions the project, supports funding and resources, and helps with major decisions and escalation.

A. Daily standups are an agile team ceremony, not a sponsor responsibility.

B. This matches the sponsor's high-level support role.

C. Activity estimates are developed by the project team and PM.

D. Technical specifications are usually prepared by SMEs or the team.

QUESTION 14 Fundamentals | Task 4 | Moderate | Single answer

A governance board reviews whether a project should proceed to the next phase after checking business alignment, risk exposure, and readiness. What is this review called?

A. Daily coordination meeting

B. Phase gate

C. Product backlog refinement

D. Rolling wave planning

Correct answer: B

Why: A phase gate is a governance review point used to decide whether to continue, modify, pause, or stop a project or phase.

A. Daily coordination is not a governance decision point.

B. This is the purpose of a phase gate.

C. Backlog refinement is an agile planning activity.

D. Rolling wave planning progressively elaborates future work.

QUESTION 15 Fundamentals | Task 4 | Moderate | Single answer

A regulatory decision outside the project team's authority could delay a major milestone. What is the most appropriate next step?

A. Ignore it until the milestone is missed

B. Escalate through the agreed governance path

C. Rebaseline the schedule without approval

D. Ask the team to work overtime immediately

Correct answer: B

Why: Matters beyond the team's authority should be escalated through the defined governance route for timely decision making.

A. Waiting increases risk and reduces response options.

B. Governance exists to support decisions above the project's authority level.

C. Baseline changes require appropriate approval.

D. Overtime may not address the underlying external decision.

QUESTION 16 Fundamentals | Task 3 | Moderate | Single answer

The sponsor asks the project manager to rewrite the business justification to secure initial funding. Which statement is most accurate?

A. The project manager usually owns the business justification alone

B. The sponsor typically owns or champions the business case, though the PM may support

C. The project team should approve funding directly

D. Procurement owns the business case for all projects

Correct answer: B

Why: The sponsor commonly owns or champions the business case, while the project manager may help provide estimates or delivery information.

A. The PM may contribute, but ownership usually sits with the sponsor or business side.

B. This reflects the normal sponsor role.

C. Project teams do not usually approve funding.

D. Procurement may support sourcing decisions but does not generally own the business case.

QUESTION 17 Fundamentals | Task 5 | Moderate | Single answer

A team wants to identify potential causes of repeated defects in a manufacturing software interface. Which tool is most appropriate for organizing possible causes into categories?

A. Ishikawa diagram

B. Burndown chart

C. Product roadmap

D. Stakeholder register

Correct answer: A

Why: An Ishikawa, or fishbone, diagram helps teams categorize and explore possible causes of a problem.

A. This tool supports structured cause identification.

B. A burndown chart tracks remaining work over time.

C. A roadmap shows planned product direction.

D. A stakeholder register records stakeholder information.

QUESTION 18 Fundamentals | Task 5 | Moderate | Single answer

A quality analyst finds that 78% of customer complaints come from two of eight defect categories. Which concept should the team apply first to focus improvement efforts?

A. Parkinson's Law

B. Pareto analysis

C. Delphi technique

D. MoSCoW prioritization

Correct answer: B

Why: Pareto analysis helps identify the vital few causes contributing most of the problem so the team can focus effort where it matters most.

A. Parkinson's Law concerns work expanding to fill available time.

B. Pareto analysis is used to identify the most significant contributors.

C. Delphi is used to gather expert judgment anonymously.

D. MoSCoW is a requirements prioritization method.

QUESTION 19 Fundamentals | Task 5 | Moderate | Single answer

A project experiences recurring missed handoffs between design and testing. The team wants to address the underlying reason rather than just adding overtime. What should they investigate?

A. The root cause of the handoff failures

B. A larger management reserve

C. A different vendor contract type

D. The final benefit realization report

Correct answer: A

Why: Treating the underlying cause improves the process more effectively than reacting only to visible symptoms.

A. Root cause analysis targets the reason the issue keeps happening.

B. More reserve may absorb impact but does not solve the cause.

C. Contract type is not the obvious first issue here.

D. Benefit realization reporting is not a near-term problem-solving tool.

QUESTION 20 Fundamentals | Task 5 | Difficult | Multiple response

A team needs to narrow 20 improvement ideas to the 3 most practical ones during a workshop. Which two techniques are most useful? Select two.

A. Multivoting

B. Affinity grouping

C. Warranty reserve tracking

D. Operational transfer

Correct answer: A, B

Why: Affinity grouping helps organize many ideas, and multivoting helps narrow them down efficiently.

A. Multivoting is useful for narrowing options in a group.

B. Affinity grouping clusters related ideas before prioritization.

C. Warranty reserve tracking is unrelated to idea selection.

D. Operational transfer concerns transition after project completion.

QUESTION 21 Predictive | Task 1 | Moderate | Single answer

A company is building a data center in a highly regulated environment with stable requirements and formal approval gates. Which delivery approach is most appropriate?

A. Predictive

B. Adaptive

C. Kanban-only operations

D. No formal approach is needed

Correct answer: A

Why: Predictive approaches fit projects with stable scope, heavy governance, and a need for extensive upfront planning.

A. Stable requirements and regulation favor predictive delivery.

B. Adaptive is better when requirements are expected to evolve significantly.

C. Kanban-only operations is not the best fit for this capital project.

D. Formal project management is especially important here.

QUESTION 22 Predictive | Task 1 | Moderate | Single answer

Which statement best describes a predictive, plan-based project?

A. Scope is intentionally left undefined until late execution

B. Work is planned in detail early, and changes are controlled formally

C. The team never uses baselines

D. Requirements are expected to change every week and drive the schedule

Correct answer: B

Why: Predictive projects emphasize early planning, defined baselines, and formal control of changes.

A. Predictive approaches seek to define scope as early as practical.

B. This is a core predictive characteristic.

C. Baselines are central to predictive control.

D. Frequent evolving requirements point more toward adaptive approaches.

QUESTION 23 Predictive | Task 1 | Moderate | Single answer

A sponsor asks whether to use predictive or adaptive delivery. Which factor most strongly supports choosing predictive?

A. Customers want to inspect increments every two weeks

B. Requirements are unclear and expected to evolve significantly

C. The work involves physical construction with well-defined specifications

D. The product owner plans to reprioritize scope each iteration

Correct answer: C

Why: Physical construction with stable specifications is a classic context for predictive planning and control.

A. Frequent inspection of increments aligns more with adaptive delivery.

B. High requirement volatility suggests adaptive approaches.

C. Stable, specification-driven work favors predictive methods.

D. Ongoing reprioritization is an adaptive pattern.

QUESTION 24 Predictive | Task 2 | Moderate | Single answer

A project has these activities: A = 3 days, no predecessor; B = 4 days, after A; C = 2 days, after A; D = 5 days, after both B and C. What is the project duration?

A. 10 days

B. 11 days

C. 12 days

D. 14 days

Correct answer: C

Why: Path A-B-D is 3 + 4 + 5 = 12 days. Path A-C-D is 3 + 2 + 5 = 10 days. The longest path is the project duration.

A. This does not match either full path through the network.

B. There is no path totaling 11 days.

C. The critical path duration is 12 days.

D. This overstates the network duration.

QUESTION 25 Predictive | Task 3 | Difficult | Single answer

A project has PV = 100, EV = 90, and AC = 120. Which statement is correct?

A. CPI = 1.33 and the project is under budget

B. SPI = 1.11 and the project is ahead of schedule

C. CPI = 0.75 and SPI = 0.90

D. CV = +30 and SV = +10

Correct answer: C

Why: CPI = EV/AC = 90/120 = 0.75. SPI = EV/PV = 90/100 = 0.90. The project is over budget and behind schedule.

A. CPI is 0.75, not 1.33.

B. SPI is 0.90, so the project is behind schedule.

C. Both values are calculated correctly.

D. CV = EV - AC = -30 and SV = EV - PV = -10.

QUESTION 26 Predictive | Task 2 | Moderate | Single answer

Which three baselines together are commonly treated as the core predictive performance baselines?

A. Scope, schedule, and cost

B. Risk, procurement, and stakeholder

C. Quality, resource, and communication

D. Benefits, operations, and transition

Correct answer: A

Why: Predictive control typically centers on scope, schedule, and cost baselines.

A. These are the primary control baselines in predictive work.

B. These are management areas but not the primary performance baselines.

C. Important plans, but not the three core baselines.

D. These are not the standard predictive baselines.

QUESTION 27 Predictive | Task 2 | Moderate | Multiple response

Which two artifacts are most directly used to understand sequencing and timing in a predictive project schedule? Select two.

A. Network diagram

B. Milestone list

C. Product vision board

D. Definition of done

Correct answer: A, B

Why: A network diagram shows dependencies, and a milestone list highlights significant schedule points. The other options are agile-oriented artifacts.

A. Network diagrams are central to predictive schedule analysis.

B. Milestones identify key scheduled events or checkpoints.

C. A product vision board is not a predictive schedule artifact.

D. Definition of done is an agile quality/completion criterion.

QUESTION 28 Predictive | Task 3 | Moderate | Single answer

A stakeholder raises a problem that has already occurred and is affecting work today. Where should it be documented first?

A. Risk register

B. Issue log

C. Product backlog

D. Team charter

Correct answer: B

Why: A current problem is an issue, so it belongs in the issue log. Risks are uncertain future events.

A. Risks are uncertain future events, not current problems.

B. The issue log records current problems requiring action.

C. A product backlog is an agile requirements artifact.

D. A team charter defines team norms and agreements.

QUESTION 29 Predictive | Task 3 | Moderate | Single answer

A project manager compares actual progress against the approved schedule baseline and sees a growing delay trend. Which document is most useful for communicating this control information to stakeholders?

A. Work performance report

B. Product increment

C. Business model canvas

D. Procurement statement of work

Correct answer: A

Why: Work performance reports communicate analyzed performance information such as trends and variances to stakeholders.

A. This report communicates interpreted performance information.

B. A product increment is an agile delivery output.

C. A business model canvas is strategic, not a project control report.

D. A procurement statement of work defines purchased work.

QUESTION 30 Predictive | Task 3 | Difficult | Single answer

A project's BAC is 200. EV is 100 and AC is 125. If current cost performance continues, what is the approximate EAC using BAC/CPI?

A. 160

B. 200

C. 225

D. 250

Correct answer: D

Why: CPI = EV/AC = 100/125 = 0.8. EAC = BAC/CPI = 200/0.8 = 250.

A. This would imply a CPI greater than 1.

B. That assumes no further cost variance.

C. This is lower than the correct BAC/CPI forecast.

D. 250 is the forecast if current cost efficiency continues.

QUESTION 31 Agile | Task 1 | Moderate | Single answer

A team is creating a new digital subscription service and expects significant learning from early customer tests. Which approach is most suitable?

A. Adaptive

B. Predictive only

C. Operations management

D. Procurement governance

Correct answer: A

Why: Adaptive approaches are suited to uncertain work where feedback and learning shape the solution.

A. Frequent learning and changing requirements favor adaptive delivery.

B. Predictive-only planning is less effective when learning is expected to reshape the solution.

C. This is a project, not routine operations work.

D. Governance alone is not a delivery approach.

QUESTION 32 Agile | Task 1 | Moderate | Single answer

What is a key advantage of an adaptive approach compared with a predictive one?

A. It eliminates the need for stakeholder feedback

B. It allows scope to evolve based on frequent feedback

C. It guarantees exact final cost at the start

D. It removes the need for prioritization

Correct answer: B

Why: Adaptive approaches are designed to respond to change and incorporate ongoing stakeholder feedback into evolving scope.

A. Adaptive work depends heavily on feedback.

B. This is one of the main strengths of adaptive delivery.

C. Adaptive approaches do not guarantee exact upfront cost.

D. Prioritization is essential in adaptive work.

QUESTION 33 Agile | Task 2 | Moderate | Multiple response

During iteration planning, which two inputs are most important for deciding how much work the team can take on? Select two.

A. Team capacity

B. Recent velocity

C. Phase gate checklist

D. Contract closeout report

Correct answer: A, B

Why: Iteration commitment depends on how much capacity the team has and how much work it has historically completed.

A. Capacity directly affects how much work can fit in the iteration.

B. Velocity helps forecast likely delivery amount.

C. Phase gates are governance checkpoints, not core iteration planning inputs.

D. Closeout reports are unrelated to iteration planning.

QUESTION 34 Agile | Task 2 | Moderate | Single answer

A product backlog contains 96 story points remaining. The team's average velocity is 24 points per iteration. Approximately how many more iterations are needed?

A. 2

B. 3

C. 4

D. 5

Correct answer: C

Why: 96 divided by 24 equals 4 iterations.

A. Two iterations would cover only about 48 points.

B. Three iterations would cover about 72 points.

C. Four iterations are needed at the current average velocity.

D. Five iterations would exceed the needed amount.

QUESTION 35 Agile | Task 5 | Moderate | Single answer

A product owner must choose between two backlog items: one has high customer value and low effort, and the other has low value and high effort. Which item should generally be prioritized first?

A. The low-value, high-effort item

B. The high-value, low-effort item

C. Both always go in the same iteration

D. Neither should be prioritized until project closeout

Correct answer: B

Why: Backlog prioritization typically favors high-value items that can be delivered efficiently.

A. This combination usually offers poor return on effort.

B. High value and low effort make it a strong early candidate.

C. Capacity and value drive selection, not a rule to combine them.

D. Backlog prioritization happens continuously during delivery.

QUESTION 36 Agile | Task 3 | Moderate | Multiple response

Which two statements reflect good agile user story practice? Select two.

A. Stories should express user value

B. Stories should be small enough to complete in a near-term iteration

C. Stories should always include every technical design detail upfront

D. Stories should never be reprioritized

Correct answer: A, B

Why: Good user stories are value-focused and sized so they can be delivered within a short planning horizon. Excessive upfront design detail and fixed priority conflict with adaptive practice.

A. Stories should communicate value from a user or stakeholder perspective.
B. Near-term deliverability is an important story quality.
C. Detailed design can emerge as understanding develops.
D. Backlog items are reprioritized as conditions change.

QUESTION 37 Agile | Task 4 | Easy | Single answer

What is the main purpose of the daily standup in Scrum?

A. Approve scope changes

B. Review vendor invoices

C. Inspect progress and coordinate the next 24 hours of work

D. Conduct a formal phase gate review

Correct answer: C

Why: The daily standup helps the team inspect progress toward the iteration goal and coordinate immediate work.

A. Scope approval is not the daily standup's purpose.
B. Invoice review is unrelated.
C. This is the central purpose of the event.
D. A phase gate is a predictive governance review.

QUESTION 38 Agile | Task 4 | Moderate | Single answer

During a retrospective, the team identifies repeated delays in code review. What should happen next?

A. Ignore it because retrospectives are not for actions

B. Capture an improvement action and try it in the next iteration

C. Escalate immediately to external auditors

D. Replace the product backlog with a risk register

Correct answer: B

Why: Retrospectives are intended to identify improvements and turn them into actionable experiments or changes.

A. Retrospectives should lead to improvement actions.
B. Actionable improvement is the expected outcome.
C. External escalation is not the normal first response.
D. The backlog and risk register serve different purposes.

QUESTION 39 Agile | Task 5 | Moderate | Single answer

A developer cannot continue because a test environment is unavailable. What is the Scrum Master's best response?

A. Tell the developer to wait until next iteration

B. Help remove the impediment so the team can keep progressing

C. Rewrite the user story personally

D. Reassign the sponsor to solve it alone

Correct answer: B

Why: Supporting the team by helping remove impediments is a core Scrum Master responsibility.

A. Passive delay increases waste.

B. The Scrum Master serves the team by addressing blockers.

C. Personally rewriting the work is not the primary response.

D. Sponsors may help at times, but the Scrum Master should first work the impediment.

QUESTION 40 Agile | Task 5 | Moderate | Single answer

A Kanban team notices that many items are stuck in testing and nothing is finishing. Which action is most appropriate?

A. Increase work in progress so more items start

B. Ignore the bottleneck until the next release

C. Focus on the bottleneck and respect WIP limits

D. Replace the board with a Gantt chart

Correct answer: C

Why: Kanban emphasizes flow, limiting work in progress, and addressing bottlenecks to improve throughput.

A. Starting more work usually worsens congestion.

B. Ignoring the bottleneck delays learning and delivery.

C. Managing WIP and the bottleneck improves flow.

D. A Gantt chart does not solve the flow problem.

QUESTION 41 Business Analysis | Task 1 | Easy | Single answer

What is the primary purpose of business analysis on a project?

A. To replace the sponsor in governance decisions

B. To define needs and recommend solutions that deliver value

C. To manage payroll for the project team

D. To close supplier contracts

Correct answer: B

Why: Business analysis helps identify business needs, define requirements, and support solutions that create value.

A. Business analysis does not replace governance.

B. This captures the core purpose of business analysis.

C. Payroll administration is unrelated.

D. Contract closeout is a procurement activity.

QUESTION 42 Business Analysis | Task 1 | Moderate | Single answer

Which role is typically accountable for maximizing product value by ordering the backlog in Scrum?

A. Product owner

B. Process owner

C. Project sponsor

D. Functional manager

Correct answer: A

Why: The product owner is responsible for backlog ordering and maximizing product value in Scrum.

A. This is a defining product owner responsibility.

B. A process owner governs a business process, not the Scrum backlog.

C. The sponsor champions the project but does not usually order the backlog.

D. Functional managers manage departments or specialties.

QUESTION 43 Business Analysis | Task 3 | Moderate | Single answer

A business analyst must understand how customer service representatives currently process refund requests step by step. Which elicitation technique is likely best?

A. Job shadowing or observation

B. Monte Carlo simulation

C. Contract negotiation

D. Sprint retrospective

Correct answer: A

Why: Observation helps the analyst understand real workflow details and exceptions in the current process.

A. Watching users perform the work reveals practical process details.

B. Monte Carlo simulation is a quantitative analysis technique.

C. Contract negotiation does not elicit process requirements.

D. A retrospective focuses on team improvement, not business process discovery.

QUESTION 44 Business Analysis | Task 3 | Moderate | Multiple response

Before a requirements workshop, which two preparation steps are most useful? Select two.

A. Define the objective and scope of the session

B. Invite only people who already agree with each other

C. Identify the right stakeholders to participate

D. Finalize all solution design decisions before asking for requirements

Correct answer: A, C

Why: Good elicitation preparation starts with clear objectives and the right participants. Limiting perspectives or locking design too early reduces elicitation quality.

A. Clear objectives keep the session focused and productive.

B. Diverse relevant viewpoints are usually necessary.

C. The right stakeholders improve completeness and quality.

D. Prematurely fixing the design can bias or limit elicitation.

QUESTION 45 Business Analysis | Task 3 | Moderate | Single answer

A team is using MoSCoW prioritization for requirements. Which requirement category should be delivered if the solution is to remain viable?

A. Could have

B. Won't have this time

C. Should have

D. Must have

Correct answer: D

Why: Must-have requirements are essential for the solution to be viable or acceptable.

A. Could-have items are desirable but optional.

B. These are intentionally deferred.

C. Should-have items are important but not absolutely essential.

D. Must-have items are critical.

QUESTION 46 Business Analysis | Task 3 | Difficult | Multiple response

Which two characteristics indicate a well-written requirement? Select two.

A. It is clear and unambiguous

B. It combines several unrelated needs in one statement

C. It is testable or verifiable

D. It is intentionally vague so teams can interpret it freely

Correct answer: A, C

Why: Good requirements are understandable and can be verified. Combining many ideas or leaving them vague creates confusion and weak traceability.

A. Clarity reduces misinterpretation.

B. Bundling unrelated needs makes analysis and validation harder.

C. A requirement should be testable or otherwise verifiable.

D. Vagueness undermines quality.

QUESTION 47 Business Analysis | Task 3 | Moderate | Single answer

A stakeholder asks which test cases and design elements are affected by a proposed change to a regulatory requirement. What should the analyst consult first?

A. Requirements traceability information

B. Team vacation calendar

C. Burnup chart

D. Final invoice register

Correct answer: A

Why: Traceability links requirements to upstream sources and downstream artifacts such as design, development, and testing.

A. Traceability is used to assess change impact across linked artifacts.

B. Resource calendars do not show requirement relationships.

C. A burnup chart shows progress, not requirement linkages.

D. Invoice records do not support requirement impact analysis.

QUESTION 48 Business Analysis | Task 6 | Moderate | Single answer

A stakeholder requests a change to a previously approved requirement. What should happen first?

A. Implement the change immediately to satisfy the stakeholder

B. Analyze the impact of the change on scope, value, and related requirements

C. Remove the original requirement from all documents without review

D. Cancel the iteration or phase automatically

Correct answer: B

Why: Requirement changes should first be analyzed for impact before approval and implementation decisions are made.

A. Immediate implementation bypasses control and analysis.

B. Impact analysis is the proper first step.

C. Existing baselined or approved information should not be removed without review.

D. A change request does not automatically require cancellation.

QUESTION 49 Business Analysis | Task 6 | Moderate | Multiple response

Which two activities best support validating requirements with stakeholders? Select two.

A. Reviewing whether the requirement reflects the business need

B. Confirming stakeholders understand and agree with the requirement

C. Skipping stakeholder review to save time

D. Locking all requirements before discussing them with users

Correct answer: A, B

Why: Validation checks that requirements reflect real business needs and are understood and accepted by the right stakeholders.

A. Validation asks whether the requirement is the right one.

B. Stakeholder understanding and agreement support validation.

C. Skipping review weakens validation quality.

D. Early lock-in without discussion is poor validation practice.

QUESTION 50 Business Analysis | Task 6 | Moderate | Single answer

A user story states: 'As a customer, I want to reset my password so that I can regain account access.' Which item best helps validate that the story is satisfied?

A. A list of acceptance criteria describing expected behavior

B. The project charter alone

C. The steering committee roster

D. A vendor's marketing brochure

Correct answer: A

Why: Acceptance criteria define the conditions the delivered capability must meet to be considered acceptable.

A. Acceptance criteria are used to validate that the requirement is met.

B. The charter is too high-level for validating story completion.

C. Governance membership does not validate functionality.

D. Marketing material does not define acceptance behavior.

Questions 51-100

QUESTION 51 Fundamentals | Task 1 | Moderate | Single answer

On a food-delivery platform initiative, after a retailer deploys a one-time inventory platform, the support desk begins recurring maintenance and user administration. What should the project team do next?

A. keep the rollout team assigned to routine administration after acceptance

B. close the initiative as soon as deployment finishes, before support accepts it

C. formally transition the platform to operations after acceptance

D. create a new temporary project for every routine maintenance cycle

Correct answer: C

Why: A project is temporary; recurring support is operational work and should receive an explicit transition.

A. Recurring administration needs operational ownership.

B. Acceptance and transition must be completed.

D. Repetitive support is operational work.

QUESTION 52 Fundamentals | Task 5 | Moderate | Single answer

During a disaster-recovery exercise, the team must classify repeatedly asking why each observed cause occurred until the inquiry reaches an underlying cause. Which option is most accurate?

A. 80/20 Rule

B. Quality Audit

C. 5 Whys Method

D. Cause-And-Effect Diagram

Correct answer: C

Why: 5 Whys Method concerns repeatedly asking why each observed cause occurred until the inquiry reaches an underlying cause.

A. 80/20 Rule concerns concentrating improvement on the small number of causes responsible for most of the effects.

B. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

D. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

QUESTION 53 Fundamentals | Task 5 | Moderate | Single answer

During a warehouse expansion, the team must classify concentrating improvement on the small number of causes responsible for most of the effects. Which option is most accurate?

A. Quality Audit

B. 5 Whys Method

C. Cause-And-Effect Diagram

D. 80/20 Rule

Correct answer: D

Why: 80/20 Rule concerns concentrating improvement on the small number of causes responsible for most of the effects.

A. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

B. 5 Whys Method concerns repeatedly asking why each observed cause occurred until the inquiry reaches an underlying cause.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

QUESTION 54 Fundamentals | Task 2 | Easy | Single answer

During a clinical scheduling product launch, the team must classify documenting the expected cost of labor, materials, equipment, and services for individual schedule activities. Which option is most accurate?

A. Cost Forecast

B. Analogous Estimation

C. Contingency Reserve

D. Activity Cost Estimates

Correct answer: D

Why: Activity Cost Estimates concerns documenting the expected cost of labor, materials, equipment, and services for individual schedule activities.

A. Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

B. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

C. Contingency Reserve concerns setting aside time or cost within the baseline for identified risks that may require a planned response.

QUESTION 55 Fundamentals | Task 5 | Moderate | Single answer

During a tourism-service redesign, the team must classify using the actual duration or cost of similar previous work as the basis for a current estimate. Which option is most accurate?

A. Analogous Estimation

B. Parametric Estimation

C. Cost Forecast

D. Estimate Costs Process

Correct answer: A

Why: Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

B. Parametric Estimation concerns multiplying a measurable quantity by a validated rate or statistical relationship to estimate cost or duration.

C. Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

D. Estimate Costs Process concerns developing an approximation of the monetary resources needed to complete project work.

QUESTION 56 Fundamentals | Task 4 | Difficult | Single answer

During a utility billing replacement, the team must classify changes that have passed the authorized review and are ready to be implemented. Which option is most accurate?

A. Perform Integrated Change Control

B. Approved Change Requests

C. Change Control Form

D. Change Control System

Correct answer: B

Why: Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

A. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

C. Change Control Form concerns capturing a proposed change, its rationale, impacts, decision, and implementation details in a standard record.

D. Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

QUESTION 57 Fundamentals | Task 4 | Moderate | Single answer

During an online-learning rollout, the team must classify capturing a proposed change, its rationale, impacts, decision, and implementation details in a standard record. Which option is most accurate?

A. Change Control System

B. Approved Change Requests

C. Perform Integrated Change Control

D. Change Control Form

Correct answer: D

Why: Change Control Form concerns capturing a proposed change, its rationale, impacts, decision, and implementation details in a standard record.

A. Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

B. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

C. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

QUESTION 58 Fundamentals | Task 5 | Moderate | Single answer

During a government licensing service redesign, the team must classify formally completing project or phase work, transition, records, contracts, and organizational learning. Which option is most accurate?

A. Lessons Learned Register

B. Close-Out Meetings

C. Close Project or Phase Process

D. Exit Gate

Correct answer: C

Why: Close Project or Phase Process concerns formally completing project or phase work, transition, records, contracts, and organizational learning.

A. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

B. Close-Out Meetings concerns bringing relevant participants together to confirm completion, transition, lessons, and outstanding closure actions.

D. Exit Gate concerns using a formal decision point to continue, pause, redirect, or terminate work based on agreed criteria.

QUESTION 59 Fundamentals | Task 5 | Moderate | Single answer

During a supply-chain pilot, the team must classify bringing relevant participants together to confirm completion, transition, lessons, and outstanding closure actions. Which option is most accurate?

A. Close Project or Phase Process

B. Close-Out Meetings

C. Lessons Learned Register

D. Exit Gate

Correct answer: B

Why: Close-Out Meetings concerns bringing relevant participants together to confirm completion, transition, lessons, and outstanding closure actions.

A. Close Project or Phase Process concerns formally completing project or phase work, transition, records, contracts, and organizational learning.

C. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

D. Exit Gate concerns using a formal decision point to continue, pause, redirect, or terminate work based on agreed criteria.

QUESTION 60 Fundamentals | Task 1 | Easy | Single answer

A utility has closed its network-upgrade project and established a permanent team to inspect, patch and support the network. How should this continuing work be classified?

A. A program because it coordinates related benefits

B. Operations because it repeatedly sustains an existing service

C. A project because technical specialists perform the work

D. A portfolio because the work supports strategy

Correct answer: B

Why: Recurring work that sustains an existing product or service is operations. The completed upgrade was temporary project work.

A. A program coordinates related projects and activities to obtain benefits not available from managing them separately.

B. Repeated inspection, patching and support sustain an existing service and are operational work.

C. Specialist involvement does not make work a project; a project is temporary and creates a unique result.

D. A portfolio groups investments for strategic management; it is not the classification of recurring support work.

QUESTION 61 Fundamentals | Task 2 | Moderate | Single answer

During an airport modernization, the team is discussing assigning identifiers that connect WBS components to the organization's accounting and control structure. Which option is most accurate?

A. Code of Accounts

B. Control Account

C. Wbs Dictionary

D. Create WBS Process

Correct answer: A

Why: Code of Accounts concerns assigning identifiers that connect WBS components to the organization's accounting and control structure.

B. Control Account concerns creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated.

C. Wbs dictionary is the document providing detailed information about WBS components and work packages.

D. Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

QUESTION 62 Fundamentals | Task 1 | Moderate | Single answer

During a regional banking change, the team is discussing applying responsibility, respect, fairness, and honesty when making professional decisions. Which option is most accurate?

A. Ethical Responsibility

B. Project Management Institute (PMI®)

C. Code of Ethics and Professional Conduct

D. PMBOK® Guide

Correct answer: C

Why: Code of Ethics and Professional Conduct concerns applying responsibility, respect, fairness, and honesty when making professional decisions.

A. Ethical responsibility is taking ownership of decisions and actions and promptly correcting errors or omissions.

B. Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

D. PMBOK® Guide concerns a PMI publication that describes the standard for project management and a guide to the body of knowledge.

QUESTION 63 Fundamentals | Task 5 | Easy | Single answer

During a public-transit upgrade, the team is discussing placing team members in the same physical workspace to improve rapid communication and collaboration. Which option is most accurate?

A. Team-Building Activities

B. Team Building

C. Colocation

D. Develop Team Process

Correct answer: C

Why: Colocation concerns placing team members in the same physical workspace to improve rapid communication and collaboration.

A. Team-Building Activities concerns using structured exercises or shared experiences to strengthen interaction and collaboration.

B. Team Building concerns deliberately improving trust, relationships, cohesion, and the team's ability to work together.

D. Develop Team Process concerns improving team capability, interaction, cohesion, and the environment needed for stronger performance.

QUESTION 64 Fundamentals | Task 3 | Moderate | Single answer

During an insurance platform launch, the team is discussing addressing disagreement constructively by considering its source, context, and appropriate resolution approach. Which option is most accurate?

A. Colocation

B. Conflict Management

C. Team Building

D. Team-Building Activities

Correct answer: B

Why: Conflict Management concerns addressing disagreement constructively by considering its source, context, and appropriate resolution approach.

A. Colocation concerns placing team members in the same physical workspace to improve rapid communication and collaboration.

C. Team Building concerns deliberately improving trust, relationships, cohesion, and the team's ability to work together.

D. Team-Building Activities concerns using structured exercises or shared experiences to strengthen interaction and collaboration.

QUESTION 65 Fundamentals | Task 5 | Moderate | Single answer

During a university service redesign, the team is discussing setting aside time or cost within the baseline for identified risks that may require a planned response. Which option is most accurate?

A. Activity Cost Estimates

B. Contingency Reserve

C. Analogous Estimation

D. Cost Forecast

Correct answer: B

Why: Contingency Reserve concerns setting aside time or cost within the baseline for identified risks that may require a planned response. A Contingency Plan defines the actions taken if the identified risk occurs; the reserve supplies approved time or cost for that response.

A. Activity Cost Estimates concerns documenting the expected cost of labor, materials, equipment, and services for individual schedule activities.

B. Contingency Reserve concerns setting aside time or cost within the baseline for identified risks that may require a planned response.

C. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

D. Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

QUESTION 66 Fundamentals | Task 2 | Moderate | Single answer

During a renewable-energy program, the team is discussing inspecting and measuring results to confirm they meet applicable quality requirements. Which option is most accurate?

A. Manage Project Quality

B. Plan Quality Management

C. Quality Audit

D. Control Quality Process

Correct answer: D

Why: Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

A. Manage Project Quality concerns turning the quality plan into activities that build confidence that requirements and standards will be met.

B. Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

C. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

QUESTION 67 Fundamentals | Task 2 | Moderate | Single answer

During a retail fulfillment initiative, the team is discussing comparing actual resource use with the plan and correcting shortages, conflicts, or inefficient use. Which option is most accurate?

A. Control Schedule Process

B. Control Scope Process

C. Control Resources Process

D. Control Quality Process

Correct answer: C

Why: Control Resources Process concerns comparing actual resource use with the plan and correcting shortages, conflicts, or inefficient use.

A. Control Schedule Process concerns monitoring schedule status, managing approved changes, and acting on significant timing variance.

B. Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

D. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

QUESTION 68 Fundamentals | Task 2 | Moderate | Single answer

During a municipal water project, the team is discussing monitoring schedule status, managing approved changes, and acting on significant timing variance. Which option is most accurate?

A. Control Scope Process

B. Control Resources Process

C. Control Schedule Process

D. Control Quality Process

Correct answer: C

Why: Control Schedule Process concerns monitoring schedule status, managing approved changes, and acting on significant timing variance.

A. Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

B. Control Resources Process concerns comparing actual resource use with the plan and correcting shortages, conflicts, or inefficient use.

D. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

QUESTION 69 Fundamentals | Task 2 | Moderate | Single answer

During a cybersecurity improvement, the team is discussing monitoring scope status and controlling changes to the scope baseline. Which option is most accurate?

A. Control Schedule Process

B. Control Quality Process

C. Control Resources Process

D. Control Scope Process

Correct answer: D

Why: Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

A. Control Schedule Process concerns monitoring schedule status, managing approved changes, and acting on significant timing variance.

B. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

C. Control Resources Process concerns comparing actual resource use with the plan and correcting shortages, conflicts, or inefficient use.

QUESTION 70 Fundamentals | Task 2 | Difficult | Single answer

During a manufacturing automation effort, the team is discussing predicting future or final project cost from current performance and remaining work. Which option is most accurate?

A. Cost Forecast

B. Activity Cost Estimates

C. Analogous Estimation

D. Estimate Costs Process

Correct answer: A

Why: Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

B. Activity Cost Estimates concerns documenting the expected cost of labor, materials, equipment, and services for individual schedule activities.

C. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

D. Estimate Costs Process concerns developing an approximation of the monetary resources needed to complete project work.

QUESTION 71 Fundamentals | Task 2 | Moderate | Single answer

During a nonprofit grant project, the team is discussing spending on prevention and appraisal so requirements are met and defects are avoided or detected early. Which option is most accurate?

A. Cost of Conformance

B. Cost of Quality (CoQ)

C. Prevention

D. Cost of Nonconformance

Correct answer: A

Why: Cost of Conformance concerns spending on prevention and appraisal so requirements are met and defects are avoided or detected early.

B. Cost of Quality (CoQ) concerns considering both the cost of achieving quality and the cost created by failures.

C. Prevention concerns investing in actions that keep defects from entering the work rather than finding them after creation.

D. Cost of Nonconformance concerns incurring internal or external failure costs because work did not meet requirements.

QUESTION 72 Fundamentals | Task 2 | Easy | Single answer

During a telecommunications deployment, the team is discussing incurring internal or external failure costs because work did not meet requirements. Which option is most accurate?

A. Cost of Conformance

B. Cost of Nonconformance

C. Cost of Quality (CoQ)

D. Prevention

Correct answer: B

Why: Cost of Nonconformance concerns incurring internal or external failure costs because work did not meet requirements.

A. Cost of Conformance concerns spending on prevention and appraisal so requirements are met and defects are avoided or detected early.

C. Cost of Quality (CoQ) concerns considering both the cost of achieving quality and the cost created by failures.

D. Prevention concerns investing in actions that keep defects from entering the work rather than finding them after creation.

QUESTION 73 Fundamentals | Task 2 | Moderate | Single answer

During a pharmaceutical compliance effort, the team is discussing considering both the cost of achieving quality and the cost created by failures. Which option is most accurate?

A. Cost of Conformance

B. Cost of Nonconformance

C. Prevention

D. Cost of Quality (CoQ)

Correct answer: D

Why: Cost of Quality (CoQ) concerns considering both the cost of achieving quality and the cost created by failures.

A. Cost of Conformance concerns spending on prevention and appraisal so requirements are met and defects are avoided or detected early.

B. Cost of Nonconformance concerns incurring internal or external failure costs because work did not meet requirements.

C. Prevention concerns investing in actions that keep defects from entering the work rather than finding them after creation.

QUESTION 74 Fundamentals | Task 2 | Moderate | Single answer

During a logistics network change, the team is discussing developing a detailed description of project and product boundaries, deliverables, assumptions, and exclusions. Which option is most accurate?

A. Control Scope Process

B. Define Scope Process

C. Create WBS Process

D. Validate Scope

Correct answer: B

Why: Define Scope Process concerns developing a detailed description of project and product boundaries, deliverables, assumptions, and exclusions.

A. Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

C. Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

D. Validate Scope concerns formally obtaining acceptance of completed deliverables from the customer or sponsor.

QUESTION 75 Fundamentals | Task 5 | Moderate | Single answer

During a digital identity initiative, the team is discussing integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project. Which option is most accurate?

A. Plan Cost Management

B. Plan Schedule Management

C. Plan Quality Management

D. Develop Project Management Plan Process

Correct answer: D

Why: Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

A. Plan Cost Management concerns defining how costs will be estimated, budgeted, financed, managed, and controlled.

B. Plan Schedule Management concerns defining the scheduling method, units, thresholds, update rules, and control procedures.

C. Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

QUESTION 76 Fundamentals | Task 3 | Moderate | Single answer

During a construction planning workshop, the team is discussing improving team capability, interaction, cohesion, and the environment needed for stronger performance. Which option is most accurate?

A. Team Building

B. Manage Project Team

C. Conflict Management

D. Develop Team Process

Correct answer: D

Why: Develop Team Process concerns improving team capability, interaction, cohesion, and the environment needed for stronger performance.

A. Team Building concerns deliberately improving trust, relationships, cohesion, and the team's ability to work together.

B. Manage Project Team concerns tracking performance, providing feedback, resolving issues, and managing changes to optimize team results.

C. Conflict Management concerns addressing disagreement constructively by considering its source, context, and appropriate resolution approach.

QUESTION 77 Fundamentals | Task 2 | Difficult | Single answer

On a warehouse relocation initiative, a payroll implementation has passed acceptance, but support ownership, open contracts, archived records, and lessons learned remain unresolved. What should the project team do next?

A. archive the files now and leave open supplier commitments undocumented

B. keep the project team as the permanent support owner

C. complete administrative closure and transition activities

D. declare closure based only on accepted deliverables

Correct answer: C

Why: Closure confirms acceptance, transitions outputs, closes procurements, archives records, and captures lessons.

A. Contractual obligations need formal closure or transfer.

B. Ongoing support should transition to operations.

D. Support, records, contracts and lessons still require attention.

QUESTION 78 Fundamentals | Task 5 | Moderate | Single answer

During a data-governance project, the team is discussing leading and performing planned work, producing deliverables, and implementing approved changes. Which option is most accurate?

A. Direct and Manage Project Work Process

B. Project Management Process

C. Project Management Process Groups

D. Develop Project Management Plan Process

Correct answer: A

Why: Direct and Manage Project Work Process concerns leading and performing planned work, producing deliverables, and implementing approved changes.

B. Project Management Process concerns a coordinated set of activities performed to produce a project-management result.

C. Project Management Process Groups concerns grouping initiating, planning, executing, monitoring and controlling, and closing processes by management purpose.

D. Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

QUESTION 79 Fundamentals | Task 5 | Moderate | Single answer

During an e-commerce product increment, the team is discussing increasing the probability or positive effect of an opportunity without trying to guarantee it. Which option is most accurate?

A. Risk Acceptance

B. Risk Avoidance

C. Enhance

D. Exploit

Correct answer: C

Why: Enhance concerns increasing the probability or positive effect of an opportunity without trying to guarantee it.

A. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

B. Risk Avoidance concerns eliminating a threat or protecting the project from its effect by changing the plan.

D. Exploit concerns acting to ensure that a high-value opportunity occurs and its benefit is realized.

QUESTION 80 Fundamentals | Task 4 | Moderate | Single answer

During a laboratory relocation, the team is discussing using a formal decision point to continue, pause, redirect, or terminate work based on agreed criteria. Which option is most accurate?

A. Project Charter

B. Benefits Management Plan

C. Close-Out Meetings

D. Exit Gate

Correct answer: D

Why: Exit Gate concerns using a formal decision point to continue, pause, redirect, or terminate work based on agreed criteria.

A. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

C. Close-Out Meetings concerns bringing relevant participants together to confirm completion, transition, lessons, and outstanding closure actions.

QUESTION 81 Fundamentals | Task 5 | Easy | Single answer

During a human-resources system change, the team is discussing knowledge that can be codified, stored, and shared through documents, databases, or other records. Which option is most accurate?

A. Explicit Knowledge

B. Knowledge Management

C. Manage Project Knowledge

D. Historical Information

Correct answer: A

Why: Explicit Knowledge concerns knowledge that can be codified, stored, and shared through documents, databases, or other records. Tacit Knowledge is personal and experience-based, so conversation, observation, mentoring, or collaboration may be needed to share it.

A. Explicit Knowledge concerns knowledge that can be codified, stored, and shared through documents, databases, or other records.

B. Knowledge Management concerns combining people, practices, and repositories so useful knowledge is created, shared, retained, and applied.

C. Manage Project Knowledge concerns using existing knowledge and creating new knowledge to support objectives and organizational learning.

D. Historical Information concerns using records and lessons from previous work to improve current estimates, plans, and decisions.

QUESTION 82 Fundamentals | Task 5 | Moderate | Single answer

During a disaster-recovery exercise, the team is discussing acting to ensure that a high-value opportunity occurs and its benefit is realized. Which option is most accurate?

A. Risk Sharing

B. Enhance

C. Risk Acceptance

D. Exploit

Correct answer: D

Why: Exploit concerns acting to ensure that a high-value opportunity occurs and its benefit is realized.

A. Risk Sharing concerns allocating ownership of an opportunity to another party best able to capture the benefit together with the project.

B. Enhance concerns increasing the probability or positive effect of an opportunity without trying to guarantee it.

C. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

QUESTION 83 Fundamentals | Task 3 | Moderate | Single answer

During a warehouse expansion, the team is discussing distinguishing factors that create satisfaction and motivation from conditions that mainly prevent dissatisfaction. Which option is most accurate?

A. Maslow’s Hierarchy of Needs

B. Growth Mindset

C. Herzberg’s Motivation-Hygiene Theory

D. Servant Leadership

Correct answer: C

Why: Herzberg’s Motivation-Hygiene Theory concerns distinguishing factors that create satisfaction and motivation from conditions that mainly prevent dissatisfaction.

A. Maslow’s Hierarchy of Needs concerns considering how unmet foundational needs can affect the pursuit of higher-level belonging, esteem, and growth needs.

B. Growth Mindset concerns treating capability as improvable through learning, practice, feedback, and persistence.

D. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

QUESTION 84 Fundamentals | Task 5 | Difficult | Single answer

During a clinical scheduling product launch, the team is discussing using records and lessons from previous work to improve current estimates, plans, and decisions. Which option is most accurate?

A. Lessons Learned Register

B. Historical Information

C. Explicit Knowledge

D. Manage Project Knowledge

Correct answer: B

Why: Historical Information concerns using records and lessons from previous work to improve current estimates, plans, and decisions.

A. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

C. Explicit Knowledge concerns knowledge that can be codified, stored, and shared through documents, databases, or other records.

D. Manage Project Knowledge concerns using existing knowledge and creating new knowledge to support objectives and organizational learning.

QUESTION 85 Fundamentals | Task 4 | Moderate | Single answer

During a tourism-service redesign, the team is discussing discovering and describing individual project risks and sources of overall project risk. Which option is most accurate?

A. Identify Risks

B. Monitor Risks

C. Risk Categorization

D. Perform Qualitative Risk Analysis

Correct answer: A

Why: Identify Risks concerns discovering and describing individual project risks and sources of overall project risk.

B. Monitor Risks concerns tracking identified risks, finding new risks, evaluating response effectiveness, and monitoring overall risk exposure.

C. Risk Categorization concerns grouping risks by common sources or areas so patterns and concentrations become visible.

D. Perform Qualitative Risk Analysis concerns prioritizing risks using probability, impact, urgency, and other agreed qualitative factors.

QUESTION 86 Fundamentals | Task 2 | Moderate | Single answer

A project phase has met its exit criteria and its deliverables are accepted. Which action most directly completes administrative closure of that phase?

A. Archive phase records and capture final lessons according to governance procedures

B. Re-estimate every remaining activity in later phases

C. Add all future operational risks to the project risk register

D. Reopen accepted deliverables so the team can add optional features

Correct answer: A

Why: Administrative closure confirms completion, preserves records and knowledge, and formally closes the project or phase under the organization's procedures.

A. Archiving records and capturing final lessons are core administrative-closure activities.

B. Later work may be progressively detailed, but re-estimating every activity is not what closes the completed phase.

C. Operational owners manage future operational risks after transition; they are not all added indefinitely to a closed phase.

D. Optional improvements require new authorization or backlog decisions and do not justify reopening accepted work merely to close a phase.

QUESTION 87 Fundamentals | Task 4 | Moderate | Single answer

During an online-learning rollout, the team is discussing carrying out agreed risk responses, confirming ownership, and tracking whether actions are effective. Which option is most accurate?

A. Implement Risk Response Process

B. Perform Qualitative Risk Analysis

C. Risk Categorization

D. Monitor Risks

Correct answer: A

Why: Implement Risk Response Process concerns carrying out agreed risk responses, confirming ownership, and tracking whether actions are effective.

B. Perform Qualitative Risk Analysis concerns prioritizing risks using probability, impact, urgency, and other agreed qualitative factors.

C. Risk Categorization concerns grouping risks by common sources or areas so patterns and concentrations become visible.

D. Monitor Risks concerns tracking identified risks, finding new risks, evaluating response effectiveness, and monitoring overall risk exposure.

QUESTION 88 Fundamentals | Task 5 | Moderate | Single answer

During a government licensing service redesign, the team is discussing reaching a governance decision point where work may be stopped because continuing is no longer justified. Which option is most accurate?

A. Kill Point

B. Close Project or Phase Process

C. Business Case

D. Risk Threshold

Correct answer: A

Why: Kill Point concerns reaching a governance decision point where work may be stopped because continuing is no longer justified.

B. Close Project or Phase Process concerns formally completing project or phase work, transition, records, contracts, and organizational learning.

C. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

D. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

QUESTION 89 Fundamentals | Task 5 | Moderate | Single answer

During a supply-chain pilot, the team is discussing using existing knowledge and creating new knowledge to support objectives and organizational learning. Which option is most accurate?

A. Explicit Knowledge

B. Knowledge Management

C. Historical Information

D. Manage Project Knowledge

Correct answer: D

Why: Manage Project Knowledge concerns using existing knowledge and creating new knowledge to support objectives and organizational learning.

A. Explicit Knowledge concerns knowledge that can be codified, stored, and shared through documents, databases, or other records.

B. Knowledge Management concerns combining people, practices, and repositories so useful knowledge is created, shared, retained, and applied.

C. Historical Information concerns using records and lessons from previous work to improve current estimates, plans, and decisions.

QUESTION 90 Fundamentals | Task 2 | Easy | Single answer

During a hospital system rollout, the team needs a concept that captures turning the quality plan into activities that build confidence that requirements and standards will be met. Which option is most accurate?

A. Manage Project Quality

B. Plan Quality Management

C. Quality Audit

D. Control Quality Process

Correct answer: A

Why: Manage Project Quality concerns turning the quality plan into activities that build confidence that requirements and standards will be met.

B. Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

C. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

D. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

QUESTION 91 Fundamentals | Task 3 | Difficult | Single answer

During an airport modernization, the team needs a concept that captures tracking performance, providing feedback, resolving issues, and managing changes to optimize team results. Which option is most accurate?

A. Team Building

B. Develop Team Process

C. Conflict Management

D. Manage Project Team

Correct answer: D

Why: Manage Project Team concerns tracking performance, providing feedback, resolving issues, and managing changes to optimize team results.

A. Team Building concerns deliberately improving trust, relationships, cohesion, and the team's ability to work together.

B. Develop Team Process concerns improving team capability, interaction, cohesion, and the environment needed for stronger performance.

C. Conflict Management concerns addressing disagreement constructively by considering its source, context, and appropriate resolution approach.

QUESTION 92 Fundamentals | Task 3 | Moderate | Single answer

During a regional banking change, the team needs a concept that captures considering how unmet foundational needs can affect the pursuit of higher-level belonging, esteem, and growth needs. Which option is most accurate?

A. Maslow’s Hierarchy of Needs

B. Growth Mindset

C. Herzberg’s Motivation-Hygiene Theory

D. Servant Leadership

Correct answer: A

Why: Maslow’s Hierarchy of Needs concerns considering how unmet foundational needs can affect the pursuit of higher-level belonging, esteem, and growth needs.

B. Growth Mindset concerns treating capability as improvable through learning, practice, feedback, and persistence.

C. Herzberg’s Motivation-Hygiene Theory concerns distinguishing factors that create satisfaction and motivation from conditions that mainly prevent dissatisfaction.

D. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

QUESTION 93 Fundamentals | Task 5 | Moderate | Single answer

During a public-transit upgrade, the team needs a concept that captures communicating major events and target dates without the detail of a full activity schedule. Which option is most accurate?

A. Milestone Charts

B. Schedule Forecast

C. Project Schedule Network Diagram

D. Burn Chart

Correct answer: A

Why: Milestone Charts concerns communicating major events and target dates without the detail of a full activity schedule.

B. Schedule Forecast concerns predicting future schedule dates or completion using current performance and remaining work.

C. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

D. Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

QUESTION 94 Fundamentals | Task 4 | Moderate | Single answer

During an insurance platform launch, the team needs a concept that captures tracking identified risks, finding new risks, evaluating response effectiveness, and monitoring overall risk exposure. Which option is most accurate?

A. Monitor Risks

B. Identify Risks

C. Implement Risk Response Process

D. Perform Qualitative Risk Analysis

Correct answer: A

Why: Monitor Risks concerns tracking identified risks, finding new risks, evaluating response effectiveness, and monitoring overall risk exposure.

B. Identify Risks concerns discovering and describing individual project risks and sources of overall project risk.

C. Implement Risk Response Process concerns carrying out agreed risk responses, confirming ownership, and tracking whether actions are effective.

D. Perform Qualitative Risk Analysis concerns prioritizing risks using probability, impact, urgency, and other agreed qualitative factors.

QUESTION 95 Fundamentals | Task 4 | Moderate | Single answer

During a university service redesign, the team needs a concept that captures reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes. Which option is most accurate?

A. Change Control Form

B. Change Control System

C. Perform Integrated Change Control

D. Approved Change Requests

Correct answer: C

Why: Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

A. Change Control Form concerns capturing a proposed change, its rationale, impacts, decision, and implementation details in a standard record.

B. Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

D. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

QUESTION 96 Fundamentals | Task 4 | Moderate | Single answer

During a renewable-energy program, the team needs a concept that captures prioritizing risks using probability, impact, urgency, and other agreed qualitative factors. Which option is most accurate?

A. Implement Risk Response Process

B. Perform Qualitative Risk Analysis

C. Risk Categorization

D. Probability and Impact Matrix

Correct answer: B

Why: Perform Qualitative Risk Analysis concerns prioritizing risks using probability, impact, urgency, and other agreed qualitative factors.

A. Implement Risk Response Process concerns carrying out agreed risk responses, confirming ownership, and tracking whether actions are effective.

C. Risk Categorization concerns grouping risks by common sources or areas so patterns and concentrations become visible.

D. Probability and Impact Matrix concerns rating and prioritizing risks by combining likelihood with consequence.

QUESTION 97 Fundamentals | Task 2 | Moderate | Single answer

During a retail fulfillment initiative, the team needs a concept that captures defining how costs will be estimated, budgeted, financed, managed, and controlled. Which option is most accurate?

A. Plan Schedule Management

B. Risk Management Plan

C. Plan Cost Management

D. Develop Project Management Plan Process

Correct answer: C

Why: Plan Cost Management concerns defining how costs will be estimated, budgeted, financed, managed, and controlled.

A. Plan Schedule Management concerns defining the scheduling method, units, thresholds, update rules, and control procedures.

B. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

D. Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

QUESTION 98 Fundamentals | Task 2 | Difficult | Single answer

During a municipal water project, the team needs a concept that captures identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality. Which option is most accurate?

A. Control Quality Process

B. Plan Quality Management

C. Manage Project Quality

D. Quality Audit

Correct answer: B

Why: Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

A. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

C. Manage Project Quality concerns turning the quality plan into activities that build confidence that requirements and standards will be met.

D. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

QUESTION 99 Fundamentals | Task 2 | Easy | Single answer

During a cybersecurity improvement, the team needs a concept that captures defining the scheduling method, units, thresholds, update rules, and control procedures. Which option is most accurate?

A. Plan Schedule Management

B. Plan Cost Management

C. Risk Management Plan

D. Develop Project Management Plan Process

Correct answer: A

Why: Plan Schedule Management concerns defining the scheduling method, units, thresholds, update rules, and control procedures. The Schedule Management Plan documents the scheduling method, units, thresholds, update rules, and control procedures.

A. Plan Schedule Management concerns defining the scheduling method, units, thresholds, update rules, and control procedures.

B. Plan Cost Management concerns defining how costs will be estimated, budgeted, financed, managed, and controlled.

C. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

D. Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

QUESTION 100 Fundamentals | Task 1 | Moderate | Single answer

During a manufacturing automation effort, the team needs a concept that captures the body of project management knowledge that includes established and emerging practices. Which option is most accurate?

A. PMBOK® Guide

B. Project Management Institute (PMI®)

C. Project Methodology

D. PMBOK®

Correct answer: D

Why: PMBOK® concerns the body of project management knowledge that includes established and emerging practices.

A. PMBOK® Guide concerns a PMI publication that describes the standard for project management and a guide to the body of knowledge.

B. Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

C. Project Methodology concerns providing an organized system of practices, techniques, procedures, and rules for managing projects.

Questions 101-150

QUESTION 101 Fundamentals | Task 1 | Moderate | Single answer

During a nonprofit grant project, the team needs a concept that captures a PMI publication that describes the standard for project management and a guide to the body of knowledge. Which option is most accurate?

A. PMBOK®

B. Project Management Institute (PMI®)

C. Project Performance Domains

D. PMBOK® Guide

Correct answer: D

Why: PMBOK® Guide concerns a PMI publication that describes the standard for project management and a guide to the body of knowledge.

A. PMBOK® concerns the body of project management knowledge that includes established and emerging practices.

B. Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

C. Project Performance Domains concerns organizing interrelated areas of activity that support effective delivery of intended project outcomes.

QUESTION 102 Fundamentals | Task 5 | Moderate | Single answer

During a telecommunications deployment, the team needs a concept that captures investing in actions that keep defects from entering the work rather than finding them after creation. Which option is most accurate?

A. Prevention

B. Manage Project Quality

C. Control Quality Process

D. Plan Quality Management

Correct answer: A

Why: Prevention concerns investing in actions that keep defects from entering the work rather than finding them after creation.

B. Manage Project Quality concerns turning the quality plan into activities that build confidence that requirements and standards will be met.

C. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

D. Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

QUESTION 103 Fundamentals | Task 5 | Moderate | Single answer

During a pharmaceutical compliance effort, the team needs a concept that captures rating and prioritizing risks by combining likelihood with consequence. Which option is most accurate?

A. Risk Impact

B. Probability and Impact Matrix

C. Risk Probability

D. Risk Threshold

Correct answer: B

Why: Probability and Impact Matrix concerns rating and prioritizing risks by combining likelihood with consequence.

A. Risk Impact concerns estimating the effect on objectives if an uncertain event or condition occurs.

C. Risk Probability concerns estimating how likely an uncertain event or condition is to occur.

D. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

QUESTION 104 Fundamentals | Task 1 | Moderate | Single answer

During a logistics network change, the team needs a concept that captures the professional association that develops global project management standards, credentials, and resources. Which option is most accurate?

A. Project Management Institute (PMI®)

B. Project Performance Domains

C. Project Methodology

D. PMBOK®

Correct answer: A

Why: Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

B. Project Performance Domains concerns organizing interrelated areas of activity that support effective delivery of intended project outcomes.

C. Project Methodology concerns providing an organized system of practices, techniques, procedures, and rules for managing projects.

D. PMBOK® concerns the body of project management knowledge that includes established and emerging practices.

QUESTION 105 Fundamentals | Task 5 | Difficult | Single answer

During a digital identity initiative, the team needs a concept that captures a coordinated set of activities performed to produce a project-management result. Which option is most accurate?

A. Develop Project Management Plan Process

B. Project Management Process Groups

C. Project Management Process

D. Direct and Manage Project Work Process

Correct answer: C

Why: Project Management Process concerns a coordinated set of activities performed to produce a project-management result.

A. Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

B. Project Management Process Groups concerns grouping initiating, planning, executing, monitoring and controlling, and closing processes by management purpose.

D. Direct and Manage Project Work Process concerns leading and performing planned work, producing deliverables, and implementing approved changes.

QUESTION 106 Fundamentals | Task 5 | Moderate | Single answer

During a construction planning workshop, the team needs a concept that captures grouping initiating, planning, executing, monitoring and controlling, and closing processes by management purpose. Which option is most accurate?

A. Develop Project Management Plan Process

B. Project Management Process

C. Direct and Manage Project Work Process

D. Project Management Process Groups

Correct answer: D

Why: Project Management Process Groups concerns grouping initiating, planning, executing, monitoring and controlling, and closing processes by management purpose.

A. Develop Project Management Plan Process concerns integrating subsidiary plans and baselines into the coordinated plan for directing and controlling the project.

B. Project Management Process concerns a coordinated set of activities performed to produce a project-management result.

C. Direct and Manage Project Work Process concerns leading and performing planned work, producing deliverables, and implementing approved changes.

QUESTION 107 Fundamentals | Task 1 | Moderate | Single answer

During a customer-support transformation, the team needs a concept that captures providing an organized system of practices, techniques, procedures, and rules for managing projects. Which option is most accurate?

A. Project Management Institute (PMI®)

B. Project Performance Domains

C. Project Methodology

D. PMBOK®

Correct answer: C

Why: Project Methodology concerns providing an organized system of practices, techniques, procedures, and rules for managing projects.

A. Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

B. Project Performance Domains concerns organizing interrelated areas of activity that support effective delivery of intended project outcomes.

D. PMBOK® concerns the body of project management knowledge that includes established and emerging practices.

QUESTION 108 Fundamentals | Task 1 | Easy | Single answer

During a data-governance project, the team needs a concept that captures organizing interrelated areas of activity that support effective delivery of intended project outcomes. Which option is most accurate?

A. Project Management Institute (PMI®)

B. Project Performance Domains

C. Project Methodology

D. PMBOK®

Correct answer: B

Why: Project Performance Domains concerns organizing interrelated areas of activity that support effective delivery of intended project outcomes.

A. Project Management Institute (PMI®) concerns the professional association that develops global project management standards, credentials, and resources.

C. Project Methodology concerns providing an organized system of practices, techniques, procedures, and rules for managing projects.

D. PMBOK® concerns the body of project management knowledge that includes established and emerging practices.

QUESTION 109 Fundamentals | Task 2 | Moderate | Single answer

During an e-commerce product increment, the team needs a concept that captures independently examining whether project activities follow policies, processes, and quality arrangements. Which option is most accurate?

A. Manage Project Quality

B. Plan Quality Management

C. Quality Audit

D. Control Quality Process

Correct answer: C

Why: Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

A. Manage Project Quality concerns turning the quality plan into activities that build confidence that requirements and standards will be met.

B. Plan Quality Management concerns identifying applicable standards, metrics, responsibilities, and activities for demonstrating quality.

D. Control Quality Process concerns inspecting and measuring results to confirm they meet applicable quality requirements.

QUESTION 110 Fundamentals | Task 4 | Moderate | Single answer

During a laboratory relocation, the team needs a concept that captures acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements. Which option is most accurate?

A. Risk Avoidance

B. Risk Mitigation

C. Risk Acceptance

D. Risk Transference

Correct answer: C

Why: Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

A. Risk Avoidance concerns eliminating a threat or protecting the project from its effect by changing the plan.

B. Risk Mitigation concerns reducing the probability or negative impact of a threat to an acceptable level.

D. Risk Transference concerns shifting ownership or financial consequence of a threat to a third party, often through contract or insurance.

QUESTION 111 Fundamentals | Task 4 | Moderate | Single answer

During a human-resources system change, the team needs a concept that captures eliminating a threat or protecting the project from its effect by changing the plan. Which option is most accurate?

A. Risk Acceptance

B. Risk Mitigation

C. Risk Avoidance

D. Risk Transference

Correct answer: C

Why: Risk Avoidance concerns eliminating a threat or protecting the project from its effect by changing the plan.

A. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

B. Risk Mitigation concerns reducing the probability or negative impact of a threat to an acceptable level.

D. Risk Transference concerns shifting ownership or financial consequence of a threat to a third party, often through contract or insurance.

QUESTION 112 Fundamentals | Task 4 | Difficult | Single answer

During a disaster-recovery exercise, the team needs a concept that captures grouping risks by common sources or areas so patterns and concentrations become visible. Which option is most accurate?

A. Perform Qualitative Risk Analysis

B. Implement Risk Response Process

C. Risk Categorization

D. Identify Risks

Correct answer: C

Why: Risk Categorization concerns grouping risks by common sources or areas so patterns and concentrations become visible.

A. Perform Qualitative Risk Analysis concerns prioritizing risks using probability, impact, urgency, and other agreed qualitative factors.

B. Implement Risk Response Process concerns carrying out agreed risk responses, confirming ownership, and tracking whether actions are effective.

D. Identify Risks concerns discovering and describing individual project risks and sources of overall project risk.

QUESTION 113 Fundamentals | Task 4 | Moderate | Single answer

During a warehouse expansion, the team needs a concept that captures naming a class of potential risk sources such as technical, external, organizational, or management. Which option is most accurate?

A. Risk Owner

B. Risk Response Plan

C. Secondary Risk

D. Risk Category

Correct answer: D

Why: Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

A. Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

B. Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

C. Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response.

QUESTION 114 Fundamentals | Task 4 | Moderate | Single answer

During a clinical scheduling product launch, the team needs a concept that captures increasing the likelihood or positive impact of an opportunity. Which option is most accurate?

A. Risk Exploiting

B. Risk Sharing

C. Risk Acceptance

D. Risk Enhancement

Correct answer: D

Why: Risk Enhancement concerns increasing the likelihood or positive impact of an opportunity.

A. Risk Exploiting concerns acting so an opportunity is certain to occur and its benefit is captured.

B. Risk Sharing concerns allocating ownership of an opportunity to another party best able to capture the benefit together with the project.

C. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

QUESTION 115 Fundamentals | Task 4 | Moderate | Single answer

During a tourism-service redesign, the team needs a concept that captures acting so an opportunity is certain to occur and its benefit is captured. Which option is most accurate?

A. Risk Exploiting

B. Risk Sharing

C. Risk Enhancement

D. Risk Acceptance

Correct answer: A

Why: Risk Exploiting concerns acting so an opportunity is certain to occur and its benefit is captured.

B. Risk Sharing concerns allocating ownership of an opportunity to another party best able to capture the benefit together with the project.

C. Risk Enhancement concerns increasing the likelihood or positive impact of an opportunity.

D. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

QUESTION 116 Fundamentals | Task 4 | Moderate | Single answer

During a utility billing replacement, the team needs a concept that captures estimating the effect on objectives if an uncertain event or condition occurs. Which option is most accurate?

A. Risk Probability

B. Probability and Impact Matrix

C. Risk Impact

D. Risk Appetite

Correct answer: C

Why: Risk Impact concerns estimating the effect on objectives if an uncertain event or condition occurs.

A. Risk Probability concerns estimating how likely an uncertain event or condition is to occur.

B. Probability and Impact Matrix concerns rating and prioritizing risks by combining likelihood with consequence.

D. Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

QUESTION 117 Fundamentals | Task 4 | Easy | Single answer

During an online-learning rollout, the team needs a concept that captures reducing the probability or negative impact of a threat to an acceptable level. Which option is most accurate?

A. Risk Acceptance

B. Risk Mitigation

C. Risk Avoidance

D. Risk Transference

Correct answer: B

Why: Risk Mitigation concerns reducing the probability or negative impact of a threat to an acceptable level.

A. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

C. Risk Avoidance concerns eliminating a threat or protecting the project from its effect by changing the plan.

D. Risk Transference concerns shifting ownership or financial consequence of a threat to a third party, often through contract or insurance.

QUESTION 118 Fundamentals | Task 4 | Moderate | Single answer

During a government licensing service redesign, the team needs a concept that captures assigning one person accountability for monitoring a risk and ensuring its response is carried out. Which option is most accurate?

A. Risk Owner

B. Risk Response Plan

C. Secondary Risk

D. Risk Category

Correct answer: A

Why: Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

B. Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

C. Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response.

D. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

QUESTION 119 Fundamentals | Task 4 | Difficult | Single answer

During a supply-chain pilot, the team needs a concept that captures estimating how likely an uncertain event or condition is to occur. Which option is most accurate?

A. Risk Impact

B. Risk Probability

C. Probability and Impact Matrix

D. Risk Threshold

Correct answer: B

Why: Risk Probability concerns estimating how likely an uncertain event or condition is to occur.

A. Risk Impact concerns estimating the effect on objectives if an uncertain event or condition occurs.

C. Probability and Impact Matrix concerns rating and prioritizing risks by combining likelihood with consequence.

D. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

QUESTION 120 Fundamentals | Task 4 | Moderate | Single answer

During a hospital system rollout, the team is reviewing a practice involving documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements. Which option is most accurate?

A. Risk Response Plan

B. Risk Category

C. Risk Owner

D. Secondary Risk

Correct answer: A

Why: Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

B. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

C. Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

D. Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response.

QUESTION 121 Fundamentals | Task 4 | Moderate | Single answer

During an airport modernization, the team is reviewing a practice involving allocating ownership of an opportunity to another party best able to capture the benefit together with the project. Which option is most accurate?

A. Risk Sharing

B. Risk Exploiting

C. Risk Transference

D. Risk Enhancement

Correct answer: A

Why: Risk Sharing concerns allocating ownership of an opportunity to another party best able to capture the benefit together with the project.

B. Risk Exploiting concerns acting so an opportunity is certain to occur and its benefit is captured.

C. Risk Transference concerns shifting ownership or financial consequence of a threat to a third party, often through contract or insurance.

D. Risk Enhancement concerns increasing the likelihood or positive impact of an opportunity.

QUESTION 122 Fundamentals | Task 4 | Moderate | Single answer

During a regional banking change, the team is reviewing a practice involving shifting ownership or financial consequence of a threat to a third party, often through contract or insurance. Which option is most accurate?

A. Risk Transference

B. Risk Sharing

C. Risk Acceptance

D. Risk Avoidance

Correct answer: A

Why: Risk Transference concerns shifting ownership or financial consequence of a threat to a third party, often through contract or insurance.

B. Risk Sharing concerns allocating ownership of an opportunity to another party best able to capture the benefit together with the project.

C. Risk Acceptance concerns acknowledging a threat or opportunity without proactive action beyond agreed monitoring or contingency arrangements.

D. Risk Avoidance concerns eliminating a threat or protecting the project from its effect by changing the plan.

QUESTION 123 Fundamentals | Task 2 | Moderate | Single answer

During a public-transit upgrade, the team is reviewing a practice involving predicting future schedule dates or completion using current performance and remaining work. Which option is most accurate?

A. Project Schedule Network Diagram

B. Milestone Charts

C. Schedule Forecast

D. Burn Chart

Correct answer: C

Why: Schedule Forecast concerns predicting future schedule dates or completion using current performance and remaining work.

A. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

B. Milestone Charts concerns communicating major events and target dates without the detail of a full activity schedule.

D. Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

QUESTION 124 Fundamentals | Task 4 | Moderate | Single answer

During an insurance platform launch, the team is reviewing a practice involving recognizing a new risk that arises directly from implementing a risk response. Which option is most accurate?

A. Risk Owner

B. Risk Response Plan

C. Secondary Risk

D. Risk Category

Correct answer: C

Why: Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response. Residual Risk is exposure that remains after a response is implemented; a secondary risk is newly created by the response itself.

A. Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

B. Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

C. Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response.

D. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

QUESTION 125 Fundamentals | Task 3 | Moderate | Single answer

During a university service redesign, the team is reviewing a practice involving deliberately improving trust, relationships, cohesion, and the team's ability to work together. Which option is most accurate?

A. Develop Team Process

B. Team Building

C. Conflict Management

D. Colocation

Correct answer: B

Why: Team Building concerns deliberately improving trust, relationships, cohesion, and the team's ability to work together.

A. Develop Team Process concerns improving team capability, interaction, cohesion, and the environment needed for stronger performance.

C. Conflict Management concerns addressing disagreement constructively by considering its source, context, and appropriate resolution approach.

D. Colocation concerns placing team members in the same physical workspace to improve rapid communication and collaboration.

QUESTION 126 Fundamentals | Task 3 | Easy | Single answer

During a renewable-energy program, the team is reviewing a practice involving using structured exercises or shared experiences to strengthen interaction and collaboration. Which option is most accurate?

A. Reward and Recognition Plan

B. Team-Building Activities

C. Conflict Management

D. Colocation

Correct answer: B

Why: Team-Building Activities concerns using structured exercises or shared experiences to strengthen interaction and collaboration.

A. Reward and Recognition Plan concerns defining timely, appropriate ways to acknowledge contributions and reinforce desired team behavior.

C. Conflict Management concerns addressing disagreement constructively by considering its source, context, and appropriate resolution approach.

D. Colocation concerns placing team members in the same physical workspace to improve rapid communication and collaboration.

QUESTION 127 Fundamentals | Task 4 | Moderate | Single answer

During a retail fulfillment initiative, the team is reviewing a practice involving setting the permitted variation around an objective before escalation or corrective action is required. Which option is most accurate?

A. Risk Category

B. Risk Owner

C. Tolerance

D. Risk Response Plan

Correct answer: C

Why: Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

A. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

B. Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

D. Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

QUESTION 128 Fundamentals | Task 4 | Moderate | Single answer

During a municipal water project, the team is reviewing a practice involving defining the observable event or threshold that activates a planned risk response. Which option is most accurate?

A. Secondary Risk

B. Risk Owner

C. Risk Response Plan

D. Trigger Condition

Correct answer: D

Why: Trigger Condition concerns defining the observable event or threshold that activates a planned risk response.

A. Secondary Risk concerns recognizing a new risk that arises directly from implementing a risk response.

B. Risk Owner concerns assigning one person accountability for monitoring a risk and ensuring its response is carried out.

C. Risk Response Plan concerns documenting selected strategies, actions, owners, timing, triggers, and contingency arrangements.

QUESTION 129 Fundamentals | Task 1 | Moderate | Single answer

During a cybersecurity improvement, the team is reviewing a practice involving considering the interdependence of scope, schedule, and cost when making trade-offs. Which option is most accurate?

A. Tolerance

B. Risk Threshold

C. Risk Appetite

D. Triple Constraint

Correct answer: D

Why: Triple Constraint concerns considering the interdependence of scope, schedule, and cost when making trade-offs.

A. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

B. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

C. Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

QUESTION 130 Fundamentals | Task 2 | Moderate | Single answer

During a manufacturing automation effort, the team is reviewing a practice involving formally obtaining acceptance of completed deliverables from the customer or sponsor. Which option is most accurate?

A. Define Scope Process

B. Validate Scope

C. Control Scope Process

D. Create WBS Process

Correct answer: B

Why: Validate Scope concerns formally obtaining acceptance of completed deliverables from the customer or sponsor.

A. Define Scope Process concerns developing a detailed description of project and product boundaries, deliverables, assumptions, and exclusions.

C. Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

D. Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

QUESTION 131 Fundamentals | Task 5 | Moderate | Single answer

During a nonprofit grant project, the team is reviewing a practice involving confirming through quality control that a deliverable is correct before seeking formal acceptance. Which option is most accurate?

A. Validate Scope

B. Control Scope Process

C. Define Scope Process

D. Verified Deliverable

Correct answer: D

Why: Verified Deliverable concerns confirming through quality control that a deliverable is correct before seeking formal acceptance.

A. Validate Scope concerns formally obtaining acceptance of completed deliverables from the customer or sponsor.

B. Control Scope Process concerns monitoring scope status and controlling changes to the scope baseline.

C. Define Scope Process concerns developing a detailed description of project and product boundaries, deliverables, assumptions, and exclusions.

QUESTION 132 Fundamentals | Task 1 | Moderate | Matching

Match each ethical value to the behavior that best demonstrates it.

A. Responsibility

B. Respect

C. Fairness

D. Honesty

1. Own a material estimating error and arrange its correction promptly
2. Disclose an unfavorable fact that decision makers need
3. Apply the published selection criteria consistently to every bidder
4. Listen to a dissenting specialist without ridicule or retaliation

Correct answer: A-1, B-4, C-3, D-2

Why: The Code's four values guide professional choices even when disclosure or consistent treatment is uncomfortable. Empathy supports respectful engagement by seeking to understand another person's perspective and circumstances.

A. Responsibility matches: Own a material estimating error and arrange its correction promptly.

B. Respect matches: Listen to a dissenting specialist without ridicule or retaliation.

C. Fairness matches: Apply the published selection criteria consistently to every bidder.

D. Honesty matches: Disclose an unfavorable fact that decision makers need.

QUESTION 133 Fundamentals | Task 1 | Moderate | Matching

Match the PMBOK 7 principle to its practical emphasis.

A. Stewardship

B. Team

C. Stakeholders

D. Value

1. Engage people according to their interests, influence, and needs
2. Keep intended benefits and outcomes central to decisions
3. Act responsibly and care for resources, trust, and wider impacts
4. Create a collaborative environment where people can contribute effectively

Correct answer: A-3, B-4, C-1, D-2

Why: Principles guide behavior and decision making; they are not phases or process groups.

A. Stewardship matches: Act responsibly and care for resources, trust, and wider impacts.

B. Team matches: Create a collaborative environment where people can contribute effectively.

C. Stakeholders matches: Engage people according to their interests, influence, and needs.

D. Value matches: Keep intended benefits and outcomes central to decisions.

QUESTION 134 Fundamentals | Task 1 | Moderate | Matching

Match each PMBOK 7 principle to the decision it guides.

A. Systems Thinking

B. Leadership

C. Tailoring

D. Quality

1. Build in processes and results that meet needs and acceptance expectations
2. Consider interactions, feedback, and downstream effects across the whole system
3. Choose an approach and practices suited to context rather than copying a method
4. Adapt how direction, motivation, and support are provided

Correct answer: A-2, B-4, C-3, D-1

Why: These principles shape how a team designs and leads delivery in context.

A. Systems Thinking matches: Consider interactions, feedback, and downstream effects across the whole system.

B. Leadership matches: Adapt how direction, motivation, and support are provided.

C. Tailoring matches: Choose an approach and practices suited to context rather than copying a method.

D. Quality matches: Build in processes and results that meet needs and acceptance expectations.

QUESTION 135 Fundamentals | Task 1 | Moderate | Matching

Match each PMBOK 7 principle to its strongest cue.

A. Complexity

B. Risk

C. Adaptability and Resiliency

D. Change

1. Help people move from the current state toward intended future outcomes
2. Adjust to changing conditions and recover from setbacks
3. Evaluate behavior created by many interacting factors and ambiguity
4. Address threats and opportunities throughout the work

Correct answer: A-3, B-4, C-2, D-1

Why: Complexity, risk, adaptability, resiliency, and change require active attention throughout delivery.

A. Complexity matches: Evaluate behavior created by many interacting factors and ambiguity.

B. Risk matches: Address threats and opportunities throughout the work.

C. Adaptability and Resiliency matches: Adjust to changing conditions and recover from setbacks.

D. Change matches: Help people move from the current state toward intended future outcomes.

QUESTION 136 Fundamentals | Task 2 | Moderate | Matching

Match the performance domain to the questions it helps the team address.

A. Stakeholder

B. Team

C. Development Approach and Life Cycle

D. Planning

1. How will interested and affected people be understood and engaged?
2. How will people organize, collaborate, lead, and develop?
3. What delivery approach, cadence, and phases fit the context?
4. How will the team organize and coordinate the work as understanding evolves?

Correct answer: A-1, B-2, C-3, D-4

Why: Performance domains group interrelated activities that support outcomes; they are not a required sequence.

A. Stakeholder matches: How will interested and affected people be understood and engaged?.

B. Team matches: How will people organize, collaborate, lead, and develop?.

C. Development Approach and Life Cycle matches: What delivery approach, cadence, and phases fit the context?.

D. Planning matches: How will the team organize and coordinate the work as understanding evolves?.

QUESTION 137 Fundamentals | Task 4 | Moderate | Matching

Match the performance domain to its primary focus.

A. Project Work

B. Delivery

C. Measurement

D. Uncertainty

1. Produce the intended scope and quality while realizing useful outcomes
2. Navigate risk, ambiguity, complexity, and volatility
3. Use data to understand performance and support appropriate action
4. Establish processes, manage resources, communicate, learn, and perform the work

Correct answer: A-4, B-1, C-3, D-2

Why: The eight performance domains interact continuously to support intended outcomes.

A. Project Work matches: Establish processes, manage resources, communicate, learn, and perform the work.

B. Delivery matches: Produce the intended scope and quality while realizing useful outcomes.

C. Measurement matches: Use data to understand performance and support appropriate action.

D. Uncertainty matches: Navigate risk, ambiguity, complexity, and volatility.

QUESTION 138 Fundamentals | Task 4 | Moderate | Ordering

Place the change-control actions in the most defensible order.

A. Update affected plans and communicate or implement the decision

B. Document the requested change and its rationale

C. Assess integrated impacts on scope, schedule, cost, risk, quality, and benefits

D. Obtain a decision from the authorized governance body

Correct answer: B, C, D, A

Why: A baseline change is analyzed and authorized before implementation; records and plans then reflect the decision.

A. This belongs in position 4 of the sequence.

B. This belongs in position 1 of the sequence.

C. This belongs in position 2 of the sequence.

D. This belongs in position 3 of the sequence.

QUESTION 139 Predictive | Task 3 | Moderate | Single answer

During an e-commerce product increment, the team is reviewing a practice involving confirming that the WBS includes all project scope and that lower-level work fully rolls up to its parent. Which option is most accurate?

A. Create WBS Process

B. Code of Accounts

C. Control Account

D. 100 Percent Rule

Correct answer: D

Why: 100 Percent Rule concerns confirming that the WBS includes all project scope and that lower-level work fully rolls up to its parent.

A. Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

B. Code of Accounts concerns assigning identifiers that connect WBS components to the organization's accounting and control structure.

C. Control Account concerns creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated.

QUESTION 140 Predictive | Task 2 | Difficult | Single answer

During a laboratory relocation, the team is reviewing a practice involving showing that one activity's timing relies on another activity or an external event. Which option is most accurate?

A. Activity Resource Requirements

B. Project Calendar

C. Activity Dependency

D. Activity Duration Estimates

Correct answer: C

Why: Activity Dependency concerns showing that one activity's timing relies on another activity or an external event.

A. Activity Resource Requirements concerns recording the specific resources required to perform each scheduled activity.

B. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

D. Activity Duration Estimates concerns forecasting how many working periods an activity is likely to require.

QUESTION 141 Predictive | Task 2 | Moderate | Single answer

During a human-resources system change, the team is reviewing a practice involving forecasting how many working periods an activity is likely to require. Which option is most accurate?

A. Activity Duration Estimates

B. Estimate Activity Durations Process

C. Parametric Estimation

D. Analogous Estimation

Correct answer: A

Why: Activity Duration Estimates concerns forecasting how many working periods an activity is likely to require.

B. Estimate Activity Durations Process concerns assessing the work periods needed for activities using resources, calendars, and uncertainty.

C. Parametric Estimation concerns multiplying a measurable quantity by a validated rate or statistical relationship to estimate cost or duration.

D. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

QUESTION 142 Predictive | Task 2 | Moderate | Single answer

During a disaster-recovery exercise, the team is reviewing a practice involving estimating the quantities and types of people, equipment, or materials needed for an activity. Which option is most accurate?

A. Activity Resource Requirements

B. Estimate Activity Resources Process

C. Activity Resource Estimates

D. Resource Management Plan

Correct answer: C

Why: Activity Resource Estimates concerns estimating the quantities and types of people, equipment, or materials needed for an activity.

A. Activity Resource Requirements concerns recording the specific resources required to perform each scheduled activity.

B. Estimate Activity Resources Process concerns determining the type and quantity of resources required for planned activities.

D. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

QUESTION 143 Predictive | Task 2 | Moderate | Single answer

During a warehouse expansion, the team is reviewing a practice involving recording the specific resources required to perform each scheduled activity. Which option is most accurate?

A. Estimate Activity Resources Process

B. Resource Management Plan

C. Activity Resource Estimates

D. Activity Resource Requirements

Correct answer: D

Why: Activity Resource Requirements concerns recording the specific resources required to perform each scheduled activity.

A. Estimate Activity Resources Process concerns determining the type and quantity of resources required for planned activities.

B. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

C. Activity Resource Estimates concerns estimating the quantities and types of people, equipment, or materials needed for an activity.

QUESTION 144 Predictive | Task 3 | Easy | Single answer

During a clinical scheduling product launch, the team is reviewing a practice involving creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated. Which option is most accurate?

A. 100 Percent Rule

B. Control Account

C. Create WBS Process

D. Code of Accounts

Correct answer: B

Why: Control Account concerns creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated.

A. 100 Percent Rule concerns confirming that the WBS includes all project scope and that lower-level work fully rolls up to its parent.

C. Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

D. Code of Accounts concerns assigning identifiers that connect WBS components to the organization's accounting and control structure.

QUESTION 145 Predictive | Task 3 | Moderate | Single answer

During a tourism-service redesign, the team is reviewing a practice involving adding work-package and control-account estimates to establish higher-level budgets and the cost baseline. Which option is most accurate?

A. Activity Cost Estimates

B. Cost Aggregation

C. Cost Forecast

D. Determine Budget Process

Correct answer: B

Why: Cost Aggregation concerns adding work-package and control-account estimates to establish higher-level budgets and the cost baseline.

A. Activity Cost Estimates concerns documenting the expected cost of labor, materials, equipment, and services for individual schedule activities.

C. Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

D. Determine Budget Process concerns combining approved estimates and reserves to establish the authorized cost baseline and funding needs.

QUESTION 146 Predictive | Task 2 | Moderate | Single answer

During a utility billing replacement, the team is reviewing a practice involving decomposing project scope and deliverables into manageable work packages. Which option is most accurate?

A. 100 Percent Rule

B. Control Account

C. Create WBS Process

D. Wbs Dictionary

Correct answer: C

Why: Create WBS Process concerns decomposing project scope and deliverables into manageable work packages.

A. 100 Percent Rule concerns confirming that the WBS includes all project scope and that lower-level work fully rolls up to its parent.

B. Control Account concerns creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated.

D. Wbs dictionary is the document providing detailed information about WBS components and work packages.

QUESTION 147 Predictive | Task 2 | Difficult | Single answer

During an online-learning rollout, the team is reviewing a practice involving recognizing an activity on the longest network path whose delay can delay project completion when it has no float. Which option is most accurate?

A. Late Finish

B. Node

C. Critical Path Activity

D. Project Schedule Network Diagram

Correct answer: C

Why: Critical Path Activity concerns recognizing an activity on the longest network path whose delay can delay project completion when it has no float.

A. Late Finish concerns calculating the latest time an activity can finish without violating the required project completion date.

B. Node concerns representing an activity or event as a point in a schedule network diagram.

D. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

QUESTION 148 Predictive | Task 3 | Moderate | Single answer

During a government licensing service redesign, the team is reviewing a practice involving breaking work packages into the schedule activities needed to produce their deliverables. Which option is most accurate?

A. Estimate Activity Durations Process

B. Develop Schedule Process

C. Project Schedule Network Diagram

D. Define Activities Process

Correct answer: D

Why: Define Activities Process concerns breaking work packages into the schedule activities needed to produce their deliverables.

A. Estimate Activity Durations Process concerns assessing the work periods needed for activities using resources, calendars, and uncertainty.

B. Develop Schedule Process concerns combining activities, dependencies, resources, durations, and constraints into the project schedule model.

C. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

QUESTION 149 Predictive | Task 3 | Moderate | Single answer

During a supply-chain pilot, the team is reviewing a practice involving combining approved estimates and reserves to establish the authorized cost baseline and funding needs. Which option is most accurate?

A. Estimate Costs Process

B. Cost Aggregation

C. Determine Budget Process

D. Activity Cost Estimates

Correct answer: C

Why: Determine Budget Process concerns combining approved estimates and reserves to establish the authorized cost baseline and funding needs.

A. Estimate Costs Process concerns developing an approximation of the monetary resources needed to complete project work.

B. Cost Aggregation concerns adding work-package and control-account estimates to establish higher-level budgets and the cost baseline.

D. Activity Cost Estimates concerns documenting the expected cost of labor, materials, equipment, and services for individual schedule activities.

QUESTION 150 Predictive | Task 2 | Moderate | Single answer

During a hospital system rollout, the team must label a note about combining activities, dependencies, resources, durations, and constraints into the project schedule model. Which option is most accurate?

A. Develop Schedule Process

B. Estimate Activity Durations Process

C. Define Activities Process

D. Project Schedule Network Diagram

Correct answer: A

Why: Develop Schedule Process concerns combining activities, dependencies, resources, durations, and constraints into the project schedule model.

B. Estimate Activity Durations Process concerns assessing the work periods needed for activities using resources, calendars, and uncertainty.

C. Define Activities Process concerns breaking work packages into the schedule activities needed to produce their deliverables.

D. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

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QUESTION 151 Predictive | Task 2 | Moderate | Single answer

During an airport modernization, the team must label a note about assessing the work periods needed for activities using resources, calendars, and uncertainty. Which option is most accurate?

A. Activity Duration Estimates

B. Estimate Activity Durations Process

C. Three-Point Estimate

D. Analogous Estimation

Correct answer: B

Why: Estimate Activity Durations Process concerns assessing the work periods needed for activities using resources, calendars, and uncertainty.

A. Activity Duration Estimates concerns forecasting how many working periods an activity is likely to require.

C. PERT expected duration = (O + 4M + P) / 6.

D. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

QUESTION 152 Predictive | Task 2 | Moderate | Single answer

During a regional banking change, the team must label a note about determining the type and quantity of resources required for planned activities. Which option is most accurate?

A. Activity Resource Requirements

B. Activity Resource Estimates

C. Resource Management Plan

D. Estimate Activity Resources Process

Correct answer: D

Why: Estimate Activity Resources Process concerns determining the type and quantity of resources required for planned activities.

A. Activity Resource Requirements concerns recording the specific resources required to perform each scheduled activity.

B. Activity Resource Estimates concerns estimating the quantities and types of people, equipment, or materials needed for an activity.

C. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

QUESTION 153 Predictive | Task 2 | Moderate | Single answer

A project has earned value of $96,000 and planned value of $120,000. What is schedule variance?

A. -$12,000

B. $24,000

C. -$24,000

D. $0

Correct answer: C

Why: SV = EV – PV. Substitution: $96,000 – $120,000. Result: -$24,000.

A. Applying SV = EV – PV gives -$24,000, not -$12,000.

B. Applying SV = EV – PV gives -$24,000, not $24,000.

D. Applying SV = EV – PV gives -$24,000, not $0.

QUESTION 154 Predictive | Task 2 | Moderate | Single answer

A network has paths A-D-F = 18 days, B-E-F = 23 days, and C-E-F = 20 days. What is the project duration before buffers?

A. 20 days

B. 61 days

C. 18 days

D. 23 days

Correct answer: D

Why: The critical path is the longest-duration path. Substitution: maximum path = 23 days. Result: 23 days.

A. Applying The critical path is the longest-duration path gives 23 days, not 20 days.

B. Applying The critical path is the longest-duration path gives 23 days, not 61 days.

C. Applying The critical path is the longest-duration path gives 23 days, not 18 days.

QUESTION 155 Predictive | Task 2 | Moderate | Single answer

An activity has an early start of day 9 and a late start of day 14. What is its total float?

A. 0 days

B. 5 days

C. 14 days

D. 9 days

Correct answer: B

Why: Total float = LS – ES. Substitution: 14 – 9. Result: 5 days.

A. Applying Total float = LS – ES gives 5 days, not 0 days.

C. Applying Total float = LS – ES gives 5 days, not 14 days.

D. Applying Total float = LS – ES gives 5 days, not 9 days.

QUESTION 156 Predictive | Task 2 | Moderate | Single answer

A task has optimistic 4 days, most likely 7 days, and pessimistic 16 days. Using PERT, what is the expected duration?

A. 12 days

B. 8 days

C. 9 days

D. 7 days

Correct answer: B

Why: PERT expected duration = (O + 4M + P) / 6. Substitution: (4 + 4×7 + 16) ÷ 6. Result: 8 days.

A. Applying PERT expected duration = (O + 4M + P) / 6 gives 8 days, not 12 days.

C. Applying PERT expected duration = (O + 4M + P) / 6 gives 8 days, not 9 days.

D. Applying PERT expected duration = (O + 4M + P) / 6 gives 8 days, not 7 days.

QUESTION 157 Predictive | Task 2 | Moderate | Single answer

A predictive team has 8 people who may communicate directly with one another. How many potential communication channels exist?

A. 56

B. 8

C. 28

D. 7

Correct answer: C

Why: Channels = n(n–1)/2. Substitution: 8×7÷2. Result: 28.

A. Applying Channels = n(n–1)/2 gives 28, not 56.

B. Applying Channels = n(n–1)/2 gives 28, not 8.

D. Applying Channels = n(n–1)/2 gives 28, not 7.

QUESTION 158 Predictive | Task 2 | Moderate | Single answer

An activity starts at time 6 and has duration 9 using the zero-based scheduling convention. What is its early finish?

A. 9

B. 15

C. 14

D. 3

Correct answer: B

Why: EF = ES + duration. Substitution: 6 + 9. Result: 15.

A. Applying EF = ES + duration gives 15, not 9.

C. Applying EF = ES + duration gives 15, not 14.

D. Applying EF = ES + duration gives 15, not 3.

QUESTION 159 Predictive | Task 2 | Moderate | Single answer

Activity X finishes on day 12 and its earliest successor starts on day 16. What is X’s free float?

A. 12 days

B. 0 days

C. 16 days

D. 4 days

Correct answer: D

Why: Free float = earliest successor ES – activity EF. Substitution: 16 – 12. Result: 4 days.

A. Applying Free float = earliest successor ES – activity EF gives 4 days, not 12 days.

B. Applying Free float = earliest successor ES – activity EF gives 4 days, not 0 days.

C. Applying Free float = earliest successor ES – activity EF gives 4 days, not 16 days.

QUESTION 160 Predictive | Task 3 | Moderate | Single answer

During a manufacturing automation effort, the team must label a note about developing an approximation of the monetary resources needed to complete project work. Which option is most accurate?

A. Cost Forecast

B. Determine Budget Process

C. Cost Aggregation

D. Estimate Costs Process

Correct answer: D

Why: Estimate Costs Process concerns developing an approximation of the monetary resources needed to complete project work.

A. Cost Forecast concerns predicting future or final project cost from current performance and remaining work.

B. Determine Budget Process concerns combining approved estimates and reserves to establish the authorized cost baseline and funding needs.

C. Cost Aggregation concerns adding work-package and control-account estimates to establish higher-level budgets and the cost baseline.

QUESTION 161 Predictive | Task 2 | Difficult | Single answer

During a nonprofit grant project, the team must label a note about calculating the latest time an activity can finish without violating the required project completion date. Which option is most accurate?

A. Critical Path Activity

B. Node

C. Precedence Relationship

D. Late Finish

Correct answer: D

Why: Late Finish concerns calculating the latest time an activity can finish without violating the required project completion date.

A. Critical Path Activity concerns recognizing an activity on the longest network path whose delay can delay project completion when it has no float.

B. Node concerns representing an activity or event as a point in a schedule network diagram.

C. Precedence Relationship concerns specifying how the start or finish of one activity relates to the start or finish of another.

QUESTION 162 Predictive | Task 2 | Easy | Single answer

On a water treatment upgrade initiative, a data migration cannot start until schema validation finishes, and user testing requires the migrated data. What should the project team do next?

A. set activity dates independently without representing the dependencies

B. start migration and testing together to recover schedule time

C. record the sequence only in meeting notes and leave the schedule unchanged

D. model the dependencies in the schedule network

Correct answer: D

Why: Sequencing identifies logical relationships so the schedule reflects how work can actually proceed.

A. The network must show the finish-to-start logic.

B. Testing depends on migrated data, and migration depends on validation.

C. Dependencies need to be reflected in the schedule network.

QUESTION 163 Predictive | Task 2 | Moderate | Single answer

On a offshore gas tie-in initiative, a predictive project has inspection results but no agreed tolerances, sampling method, or authority for accepting output. What should the project team do next?

A. accept the outputs using whichever tolerance the inspector prefers

B. collect more inspection results before deciding who may accept them

C. apply the quality management plan and defined metrics

D. treat the latest results as the quality baseline without defining sampling

Correct answer: C

Why: The quality management plan defines standards, metrics, methods, roles, and control activities.

A. Acceptance criteria and authority must be agreed in the quality plan.

B. More data does not resolve missing standards and decision rights.

D. A quality plan should establish measures and sampling in advance.

QUESTION 164 Predictive | Task 2 | Moderate | Single answer

On a pharmaceutical trial initiative, separate scope, schedule, and cost changes have been approved, but performance reports still use the original figures. What should the project team do next?

A. continue reporting against the superseded figures until the next phase

B. update affected baselines and supporting plans through integrated change control

C. replace only the cost figures and leave scope and schedule at their old values

D. overwrite all baseline history without documenting the approvals

Correct answer: B

Why: Approved changes must be incorporated into relevant baselines and plans so control information remains coherent.

A. Approved baseline changes need to appear in current performance reports.

C. The integrated baseline must reflect all approved changes.

D. Control requires traceability from approval to revised baseline.

QUESTION 165 Predictive | Task 2 | Moderate | Single answer

During a digital identity initiative, the team must label a note about defining the dependency between two schedule activities or between an activity and a milestone. Which option is most accurate?

A. Project Schedule Network Diagram

B. Late Finish

C. Project Calendar

D. Logical Relationship

Correct answer: D

Why: Logical Relationship concerns defining the dependency between two schedule activities or between an activity and a milestone.

A. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

B. Late Finish concerns calculating the latest time an activity can finish without violating the required project completion date.

C. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 166 Predictive | Task 2 | Moderate | Single answer

During a construction planning workshop, the team must label a note about representing an activity or event as a point in a schedule network diagram. Which option is most accurate?

A. Project Schedule Network Diagram

B. Node

C. Critical Path Activity

D. Precedence Relationship

Correct answer: B

Why: Node concerns representing an activity or event as a point in a schedule network diagram.

A. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

C. Critical Path Activity concerns recognizing an activity on the longest network path whose delay can delay project completion when it has no float.

D. Precedence Relationship concerns specifying how the start or finish of one activity relates to the start or finish of another.

QUESTION 167 Predictive | Task 3 | Moderate | Single answer

Earned value is $150,000 and actual cost is $165,000. What is cost variance?

A. -$15,000

B. -$10,000

C. $315,000

D. $15,000

Correct answer: A

Why: CV = EV – AC. Substitution: $150,000 – $165,000. Result: -$15,000.

B. Applying CV = EV – AC gives -$15,000, not -$10,000.

C. Applying CV = EV – AC gives -$15,000, not $315,000.

D. Applying CV = EV – AC gives -$15,000, not $15,000.

QUESTION 168 Predictive | Task 3 | Moderate | Single answer

Earned value is $180,000 and actual cost is $200,000. What is CPI?

A. 1.11

B. 0.9

C. 0.8

D. 1.1

Correct answer: B

Why: CPI = EV / AC. Substitution: 180,000 ÷ 200,000. Result: 0.9.

A. Applying CPI = EV / AC gives 0.9, not 1.11.

C. Applying CPI = EV / AC gives 0.9, not 0.8.

D. Applying CPI = EV / AC gives 0.9, not 1.1.

QUESTION 169 Predictive | Task 3 | Moderate | Single answer

Earned value is $144,000 and planned value is $160,000. What is SPI?

A. 1.11

B. 0.8

C. 1

D. 0.9

Correct answer: D

Why: SPI = EV / PV. Substitution: 144,000 ÷ 160,000. Result: 0.9.

A. Applying SPI = EV / PV gives 0.9, not 1.11.

B. Applying SPI = EV / PV gives 0.9, not 0.8.

C. Applying SPI = EV / PV gives 0.9, not 1.

QUESTION 170 Predictive | Task 3 | Moderate | Single answer

BAC is $500,000 and CPI is 0.80. If current cost efficiency continues, what is EAC?

A. $500,000

B. $400,000

C. $600,000

D. $625,000

Correct answer: D

Why: EAC = BAC / CPI. Substitution: $500,000 ÷ 0.80. Result: $625,000.

A. Applying EAC = BAC / CPI gives $625,000, not $500,000.

B. Applying EAC = BAC / CPI gives $625,000, not $400,000.

C. Applying EAC = BAC / CPI gives $625,000, not $600,000.

QUESTION 171 Predictive | Task 3 | Moderate | Single answer

EAC is $420,000 and actual cost is $270,000. What is ETC?

A. $270,000

B. $150,000

C. $420,000

D. $690,000

Correct answer: B

Why: ETC = EAC – AC. Substitution: $420,000 – $270,000. Result: $150,000.

A. Applying ETC = EAC – AC gives $150,000, not $270,000.

C. Applying ETC = EAC – AC gives $150,000, not $420,000.

D. Applying ETC = EAC – AC gives $150,000, not $690,000.

QUESTION 172 Predictive | Task 3 | Moderate | Single answer

BAC is $900,000 and EAC is $960,000. What is VAC?

A. $60,000

B. $1,860,000

C. -$60,000

D. $0

Correct answer: C

Why: VAC = BAC – EAC. Substitution: $900,000 – $960,000. Result: -$60,000.

A. Applying VAC = BAC – EAC gives -$60,000, not $60,000.

B. Applying VAC = BAC – EAC gives -$60,000, not $1,860,000.

D. Applying VAC = BAC – EAC gives -$60,000, not $0.

QUESTION 173 Predictive | Task 3 | Moderate | Single answer

During a warehouse expansion, the team must label a note about multiplying a measurable quantity by a validated rate or statistical relationship to estimate cost or duration. Which option is most accurate?

A. Parametric Estimation

B. Analogous Estimation

C. Estimate Activity Durations Process

D. Activity Duration Estimates

Correct answer: A

Why: Parametric Estimation concerns multiplying a measurable quantity by a validated rate or statistical relationship to estimate cost or duration.

B. Analogous Estimation concerns using the actual duration or cost of similar previous work as the basis for a current estimate.

C. Estimate Activity Durations Process concerns assessing the work periods needed for activities using resources, calendars, and uncertainty.

D. Activity Duration Estimates concerns forecasting how many working periods an activity is likely to require.

QUESTION 174 Predictive | Task 2 | Moderate | Single answer

During a clinical scheduling product launch, the team must label a note about specifying how the start or finish of one activity relates to the start or finish of another. Which option is most accurate?

A. Activity Duration Estimates

B. Project Calendar

C. Late Finish

D. Precedence Relationship

Correct answer: D

Why: Precedence Relationship concerns specifying how the start or finish of one activity relates to the start or finish of another.

A. Activity Duration Estimates concerns forecasting how many working periods an activity is likely to require.

B. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

C. Late Finish concerns calculating the latest time an activity can finish without violating the required project completion date.

QUESTION 175 Predictive | Task 3 | Difficult | Single answer

On a retail loyalty product initiative, the change control board approves a revised foundation design with conditions and an effective date. What should the project team do next?

A. implement the design without recording the board's conditions

B. record the decision and implementation status in the change log

C. put the approval in the issue log as if it were an unresolved problem

D. wait until the design is complete before documenting its effective date

Correct answer: B

Why: The change log records requests, decisions, dates, status, and implementation information.

A. The change log tracks decisions, conditions and implementation.

C. A decided change belongs in the change record.

D. The team needs the authorized timing before implementation.

QUESTION 176 Predictive | Task 3 | Moderate | Single answer

On a banking mobile app initiative, a cost report shows a growing difference between earned value and actual cost over three reporting periods. What should the project team do next?

A. treat one favorable period as proof the cost trend has reversed

B. analyze the variance and trend before recommending corrective action

C. change the cost baseline immediately to match actual spending

D. report only the latest cost value without examining its movement

Correct answer: B

Why: Variance analysis quantifies deviation; trend analysis helps determine whether performance is improving or worsening.

A. The multi-period variance needs trend analysis.

C. A variance is analyzed before any authorized baseline change.

D. Trend and variance together inform corrective action.

QUESTION 177 Predictive | Task 3 | Moderate | Single answer

On a warehouse relocation initiative, current cost efficiency is expected to continue for the remaining work, and the sponsor asks for the likely final cost. What should the project team do next?

A. use the original budget as the final forecast despite persistent inefficiency

B. forecast estimate at completion using current performance

C. report only actual cost to date as the likely final cost

D. record the cost pressure as an issue without estimating the final impact

Correct answer: B

Why: EVM forecasting uses performance data and stated assumptions to estimate the final outcome.

A. Forecasting should reflect expected future performance.

C. Final cost includes remaining work.

D. The sponsor asked for an estimate at completion.

QUESTION 178 Predictive | Task 2 | Moderate | Single answer

During a government licensing service redesign, the team must label a note about recording working days, shifts, holidays, and availability constraints used by the schedule. Which option is most accurate?

A. Project Calendar

B. Project Schedule Network Diagram

C. Develop Schedule Process

D. Define Activities Process

Correct answer: A

Why: Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

B. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

C. Develop Schedule Process concerns combining activities, dependencies, resources, durations, and constraints into the project schedule model.

D. Define Activities Process concerns breaking work packages into the schedule activities needed to produce their deliverables.

QUESTION 179 Predictive | Task 2 | Moderate | Single answer

During a supply-chain pilot, the team must label a note about displaying activities and the logical relationships used to analyze sequence and project duration. Which option is most accurate?

A. Late Finish

B. Precedence Relationship

C. Project Calendar

D. Project Schedule Network Diagram

Correct answer: D

Why: Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

A. Late Finish concerns calculating the latest time an activity can finish without violating the required project completion date.

B. Precedence Relationship concerns specifying how the start or finish of one activity relates to the start or finish of another.

C. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 180 Agile | Task 2 | Easy | Single answer

During a hospital system rollout, the team is selecting terminology for quickly grouping backlog items of comparable size before assigning relative estimates. Which option is most accurate?

A. Affinity Estimating

B. Agile Estimating

C. Fibonacci Sequence

D. Relative Estimating

Correct answer: A

Why: Affinity Estimating concerns quickly grouping backlog items of comparable size before assigning relative estimates.

B. Agile Estimating concerns using collaborative relative sizing and emerging information to forecast adaptive work.

C. Fibonacci Sequence concerns using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows.

D. Relative Estimating concerns sizing work by comparison with other work rather than predicting absolute hours or cost.

QUESTION 181 Agile | Task 1 | Moderate | Single answer

During an airport modernization, the team is selecting terminology for helping teams and the wider organization improve how they apply agile values and practices. Which option is most accurate?

A. Agile Practitioner

B. Agile Coach

C. Empowerment

D. Self-Organizing Team

Correct answer: B

Why: Agile Coach concerns helping teams and the wider organization improve how they apply agile values and practices.

A. Agile Practitioner concerns working with an agile mindset in a collaborative, cross-functional environment.

C. Empowerment concerns giving capable people suitable authority, information, and trust to make decisions within clear boundaries.

D. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

QUESTION 182 Agile | Task 2 | Difficult | Single answer

During a regional banking change, the team is selecting terminology for using collaborative relative sizing and emerging information to forecast adaptive work. Which option is most accurate?

A. Relative Estimating

B. Affinity Estimating

C. Fibonacci Sequence

D. Agile Estimating

Correct answer: D

Why: Agile Estimating concerns using collaborative relative sizing and emerging information to forecast adaptive work.

A. Relative Estimating concerns sizing work by comparison with other work rather than predicting absolute hours or cost.

B. Affinity Estimating concerns quickly grouping backlog items of comparable size before assigning relative estimates.

C. Fibonacci Sequence concerns using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows.

QUESTION 183 Agile | Task 1 | Moderate | Single answer

During a public-transit upgrade, the team is selecting terminology for refining the solution iteratively while delivering usable increments frequently. Which option is most accurate?

A. Agile Life Cycle

B. Flow-Based Agile

C. Iterative Life Cycle

D. Incremental Life Cycle

Correct answer: A

Why: Agile Life Cycle concerns refining the solution iteratively while delivering usable increments frequently.

B. Flow-Based Agile concerns managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time.

C. Iterative Life Cycle concerns revisiting and refining the solution through repeated cycles as understanding improves.

D. Incremental Life Cycle concerns delivering a series of usable additions so solution capability grows over time.

QUESTION 184 Agile | Task 1 | Moderate | Single answer

During an insurance platform launch, the team is selecting terminology for working with an agile mindset in a collaborative, cross-functional environment. Which option is most accurate?

A. Empowerment

B. Agile Practitioner

C. Self-Organizing Team

D. Agile Coach

Correct answer: B

Why: Agile Practitioner concerns working with an agile mindset in a collaborative, cross-functional environment.

A. Empowerment concerns giving capable people suitable authority, information, and trust to make decisions within clear boundaries.

C. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

D. Agile Coach concerns helping teams and the wider organization improve how they apply agile values and practices.

QUESTION 185 Agile | Task 2 | Moderate | Single answer

During a university service redesign, the team is selecting terminology for forecasting which features and iterations may form a release and when that release could occur. Which option is most accurate?

A. Release Planning

B. Minimum Business Increment (MBI)

C. Agile Release Planning

D. Vision Statement

Correct answer: C

Why: Agile Release Planning concerns forecasting which features and iterations may form a release and when that release could occur.

A. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

B. Minimum Business Increment (MBI) concerns defining the smallest coordinated package that can produce a meaningful business outcome.

D. Vision Statement concerns expressing a concise, shared picture of the future product or outcome the team seeks to create.

QUESTION 186 Agile | Task 3 | Moderate | Single answer

During a renewable-energy program, the team is selecting terminology for displaying work completed or remaining over time to make progress trends visible. Which option is most accurate?

A. Task Board

B. Cumulative Flow Diagram

C. Burn Chart

D. Work in Process (WIP)

Correct answer: C

Why: Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

A. Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

B. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

D. Work in Process (WIP) concerns counting work that has started but is not yet completed and limiting it to improve flow.

QUESTION 187 Agile | Task 5 | Moderate | Single answer

During a retail fulfillment initiative, the team is selecting terminology for making ongoing, evidence-based adjustments to improve products, processes, or ways of working. Which option is most accurate?

A. Kaizen

B. Continuous Improvement (CI)

C. Growth Mindset

D. Retrospective Value

Correct answer: B

Why: Continuous Improvement (CI) concerns making ongoing, evidence-based adjustments to improve products, processes, or ways of working.

A. Kaizen concerns pursuing many small, continuous improvements involving the people who perform the work.

C. Growth Mindset concerns treating capability as improvable through learning, practice, feedback, and persistence.

D. Retrospectives create a predictable, safe space for honest reflection and produce specific improvement actions the team owns.

QUESTION 188 Agile | Task 1 | Moderate | Single answer

During a municipal water project, the team is selecting terminology for combining people with the different skills needed to deliver value without routine handoffs to separate functions. Which option is most accurate?

A. T-Shaped

B. Generalizing Specialist

C. Cross-Functional Teams

D. Self-Organizing Team

Correct answer: C

Why: Cross-Functional Teams concerns combining people with the different skills needed to deliver value without routine handoffs to separate functions.

A. T-Shaped concerns combining deep expertise in one area with enough breadth to collaborate across other disciplines.

B. Generalizing Specialist concerns contributing deep expertise while also helping outside that specialty to improve team flexibility.

D. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

QUESTION 189 Agile | Task 1 | Easy | Single answer

During a cybersecurity improvement, the team is selecting terminology for tailoring a lightweight agile method to team size, system criticality, and communication needs. Which option is most accurate?

A. Crystal Family of Methodologies

B. Agile Life Cycle

C. Flow-Based Agile

D. Incremental Life Cycle

Correct answer: A

Why: Crystal Family of Methodologies concerns tailoring a lightweight agile method to team size, system criticality, and communication needs.

B. Agile Life Cycle concerns refining the solution iteratively while delivering usable increments frequently.

C. Flow-Based Agile concerns managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time.

D. Incremental Life Cycle concerns delivering a series of usable additions so solution capability grows over time.

QUESTION 190 Agile | Task 5 | Moderate | Single answer

During a manufacturing automation effort, the team is selecting terminology for using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work. Which option is most accurate?

A. Definition of Done

B. Definition of Ready (DoR)

C. Acceptance Criteria

D. INVEST

Correct answer: B

Why: Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

A. Definition of Done is the shared quality standard an Increment must meet before it is complete.

C. Acceptance criteria describe the conditions used to confirm that a requirement or story is satisfied.

D. INVEST concerns checking that a user story is independent, negotiable, valuable, estimable, small, and testable.

QUESTION 191 Agile | Task 5 | Moderate | Single answer

During a nonprofit grant project, the team is selecting terminology for showing a working increment to stakeholders so they can inspect results and provide useful feedback. Which option is most accurate?

A. Iteration Backlog

B. Demo

C. Story Card

D. Definition of Ready (DoR)

Correct answer: B

Why: Demo concerns showing a working increment to stakeholders so they can inspect results and provide useful feedback.

A. Iteration Backlog concerns holding the work selected and planned for the current iteration.

C. Story Card concerns capturing a concise user story and useful supporting details for discussion and delivery.

D. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

QUESTION 192 Agile | Task 5 | Moderate | Single answer

During a telecommunications deployment, the team is selecting terminology for giving capable people suitable authority, information, and trust to make decisions within clear boundaries. Which option is most accurate?

A. Empowerment

B. Agile Coach

C. Agile Practitioner

D. Self-Organizing Team

Correct answer: A

Why: Empowerment concerns giving capable people suitable authority, information, and trust to make decisions within clear boundaries.

B. Agile Coach concerns helping teams and the wider organization improve how they apply agile values and practices.

C. Agile Practitioner concerns working with an agile mindset in a collaborative, cross-functional environment.

D. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

QUESTION 193 Agile | Task 2 | Moderate | Single answer

During a pharmaceutical compliance effort, the team is selecting terminology for using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows. Which option is most accurate?

A. Fibonacci Sequence

B. Agile Estimating

C. Relative Estimating

D. Affinity Estimating

Correct answer: A

Why: Fibonacci Sequence concerns using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows.

B. Agile Estimating concerns using collaborative relative sizing and emerging information to forecast adaptive work.

C. Relative Estimating concerns sizing work by comparison with other work rather than predicting absolute hours or cost.

D. Affinity Estimating concerns quickly grouping backlog items of comparable size before assigning relative estimates.

QUESTION 194 Agile | Task 1 | Moderate | Single answer

During a logistics network change, the team is selecting terminology for managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time. Which option is most accurate?

A. Agile Life Cycle

B. Iterative Life Cycle

C. Incremental Life Cycle

D. Flow-Based Agile

Correct answer: D

Why: Flow-Based Agile concerns managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time.

A. Agile Life Cycle concerns refining the solution iteratively while delivering usable increments frequently.

B. Iterative Life Cycle concerns revisiting and refining the solution through repeated cycles as understanding improves.

C. Incremental Life Cycle concerns delivering a series of usable additions so solution capability grows over time.

QUESTION 195 Agile | Task 4 | Moderate | Single answer

During a digital identity initiative, the team is selecting terminology for contributing deep expertise while also helping outside that specialty to improve team flexibility. Which option is most accurate?

A. T-Shaped

B. Self-Organizing Team

C. Cross-Functional Teams

D. Generalizing Specialist

Correct answer: D

Why: Generalizing Specialist concerns contributing deep expertise while also helping outside that specialty to improve team flexibility.

A. T-Shaped concerns combining deep expertise in one area with enough breadth to collaborate across other disciplines.

B. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

C. Cross-Functional Teams concerns combining people with the different skills needed to deliver value without routine handoffs to separate functions.

QUESTION 196 Agile | Task 5 | Difficult | Single answer

During a construction planning workshop, the team is selecting terminology for treating capability as improvable through learning, practice, feedback, and persistence. Which option is most accurate?

A. Retrospective Value

B. Kaizen

C. Continuous Improvement (CI)

D. Growth Mindset

Correct answer: D

Why: Growth Mindset concerns treating capability as improvable through learning, practice, feedback, and persistence.

A. Retrospectives create a predictable, safe space for honest reflection and produce specific improvement actions the team owns.

B. Kaizen concerns pursuing many small, continuous improvements involving the people who perform the work.

C. Continuous Improvement (CI) concerns making ongoing, evidence-based adjustments to improve products, processes, or ways of working.

QUESTION 197 Agile | Task 1 | Moderate | Single answer

During a customer-support transformation, the team is selecting terminology for delivering a series of usable additions so solution capability grows over time. Which option is most accurate?

A. Iterative Life Cycle

B. Agile Life Cycle

C. Incremental Life Cycle

D. Flow-Based Agile

Correct answer: C

Why: Incremental Life Cycle concerns delivering a series of usable additions so solution capability grows over time.

A. Iterative Life Cycle concerns revisiting and refining the solution through repeated cycles as understanding improves.

B. Agile Life Cycle concerns refining the solution iteratively while delivering usable increments frequently.

D. Flow-Based Agile concerns managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time.

QUESTION 198 Agile | Task 5 | Easy | Single answer

During a data-governance project, the team is selecting terminology for checking that a user story is independent, negotiable, valuable, estimable, small, and testable. Which option is most accurate?

A. Definition of Ready (DoR)

B. Test-Driven Development (TDD)/Test-First Development

C. XP Metaphor

D. INVEST

Correct answer: D

Why: INVEST concerns checking that a user story is independent, negotiable, valuable, estimable, small, and testable.

A. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

B. Test-Driven Development (TDD)/Test-First Development concerns writing an automated test before production code and then developing until the test passes.

C. XP Metaphor concerns using a simple shared analogy to help an XP team understand and communicate how the system works.

QUESTION 199 Agile | Task 2 | Moderate | Single answer

During an e-commerce product increment, the team is selecting terminology for holding the work selected and planned for the current iteration. Which option is most accurate?

A. Product vs Sprint Backlog

B. Definition of Ready (DoR)

C. Iteration Backlog

D. Demo

Correct answer: C

Why: Iteration Backlog concerns holding the work selected and planned for the current iteration.

A. The Product Backlog is the ordered product work; the Sprint Backlog is the Developers' plan for the current Sprint.

B. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

D. Demo concerns showing a working increment to stakeholders so they can inspect results and provide useful feedback.

QUESTION 200 Agile | Task 1 | Moderate | Single answer

During a laboratory relocation, the team is selecting terminology for revisiting and refining the solution through repeated cycles as understanding improves. Which option is most accurate?

A. Incremental Life Cycle

B. Agile Life Cycle

C. Iterative Life Cycle

D. Flow-Based Agile

Correct answer: C

Why: Iterative Life Cycle concerns revisiting and refining the solution through repeated cycles as understanding improves.

A. Incremental Life Cycle concerns delivering a series of usable additions so solution capability grows over time.

B. Agile Life Cycle concerns refining the solution iteratively while delivering usable increments frequently.

D. Flow-Based Agile concerns managing a continuous stream of work by visualizing flow, limiting work in progress, and improving cycle time.

Questions 201-250

QUESTION 201 Agile | Task 5 | Moderate | Single answer

During a human-resources system change, the team is selecting terminology for pursuing many small, continuous improvements involving the people who perform the work. Which option is most accurate?

A. Continuous Improvement (CI)

B. Growth Mindset

C. Kaizen

D. Retrospective Value

Correct answer: C

Why: Kaizen concerns pursuing many small, continuous improvements involving the people who perform the work.

A. Continuous Improvement (CI) concerns making ongoing, evidence-based adjustments to improve products, processes, or ways of working.

B. Growth Mindset concerns treating capability as improvable through learning, practice, feedback, and persistence.

D. Retrospectives create a predictable, safe space for honest reflection and produce specific improvement actions the team owns.

QUESTION 202 Agile | Task 5 | Moderate | Single answer

During a disaster-recovery exercise, the team is selecting terminology for classifying features by how they affect satisfaction, including basic, performance, and delight characteristics. Which option is most accurate?

A. Moscow Analysis

B. Paired Comparison

C. Stack Ranking

D. Kano Model

Correct answer: D

Why: Kano Model concerns classifying features by how they affect satisfaction, including basic, performance, and delight characteristics.

A. Moscow Analysis concerns prioritizing requirements as must have, should have, could have, or will not have for the current time frame.

B. Paired Comparison concerns comparing options two at a time to build a relative priority or preference order.

C. Stack Ranking concerns forcing a unique top-to-bottom priority order without ties.

QUESTION 203 Agile | Task 5 | Difficult | Single answer

During a warehouse expansion, the team is selecting terminology for defining the smallest coordinated package that can produce a meaningful business outcome. Which option is most accurate?

A. Minimum Business Increment (MBI)

B. Agile Release Planning

C. Vision Statement

D. Release Planning

Correct answer: A

Why: Minimum Business Increment (MBI) concerns defining the smallest coordinated package that can produce a meaningful business outcome.

B. Agile Release Planning concerns forecasting which features and iterations may form a release and when that release could occur.

C. Vision Statement concerns expressing a concise, shared picture of the future product or outcome the team seeks to create.

D. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

QUESTION 204 Agile | Task 5 | Moderate | Single answer

During a clinical scheduling product launch, the team is selecting terminology for prioritizing requirements as must have, should have, could have, or will not have for the current time frame. Which option is most accurate?

A. Paired Comparison

B. Kano Model

C. Moscow Analysis

D. Stack Ranking

Correct answer: C

Why: Moscow Analysis concerns prioritizing requirements as must have, should have, could have, or will not have for the current time frame.

A. Paired Comparison concerns comparing options two at a time to build a relative priority or preference order.

B. Kano Model concerns classifying features by how they affect satisfaction, including basic, performance, and delight characteristics.

D. Stack Ranking concerns forcing a unique top-to-bottom priority order without ties.

QUESTION 205 Agile | Task 5 | Moderate | Single answer

During a tourism-service redesign, the team is selecting terminology for comparing options two at a time to build a relative priority or preference order. Which option is most accurate?

A. Stack Ranking

B. Moscow Analysis

C. Kano Model

D. Paired Comparison

Correct answer: D

Why: Paired Comparison concerns comparing options two at a time to build a relative priority or preference order.

A. Stack Ranking concerns forcing a unique top-to-bottom priority order without ties.

B. Moscow Analysis concerns prioritizing requirements as must have, should have, could have, or will not have for the current time frame.

C. Kano Model concerns classifying features by how they affect satisfaction, including basic, performance, and delight characteristics.

QUESTION 206 Agile | Task 3 | Moderate | Single answer

During a utility billing replacement, the team is selecting terminology for a document, model, register, backlog, chart, or other object created or used to manage project work. Which option is most accurate?

A. Project Artifact

B. Iteration Backlog

C. Task Board

D. Story Card

Correct answer: A

Why: Project Artifact concerns a document, model, register, backlog, chart, or other object created or used to manage project work.

B. Iteration Backlog concerns holding the work selected and planned for the current iteration.

C. Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

D. Story Card concerns capturing a concise user story and useful supporting details for discussion and delivery.

QUESTION 207 Agile | Task 2 | Easy | Single answer

During an online-learning rollout, the team is selecting terminology for sizing work by comparison with other work rather than predicting absolute hours or cost. Which option is most accurate?

A. Relative Estimating

B. Agile Estimating

C. Fibonacci Sequence

D. Affinity Estimating

Correct answer: A

Why: Relative Estimating concerns sizing work by comparison with other work rather than predicting absolute hours or cost.

B. Agile Estimating concerns using collaborative relative sizing and emerging information to forecast adaptive work.

C. Fibonacci Sequence concerns using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows.

D. Affinity Estimating concerns quickly grouping backlog items of comparable size before assigning relative estimates.

QUESTION 208 Agile | Task 4 | Moderate | Single answer

During a government licensing service redesign, the team is selecting terminology for allowing team members to decide collectively how best to accomplish selected work. Which option is most accurate?

A. Agile Practitioner

B. Empowerment

C. Agile Coach

D. Self-Organizing Team

Correct answer: D

Why: Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

A. Agile Practitioner concerns working with an agile mindset in a collaborative, cross-functional environment.

B. Empowerment concerns giving capable people suitable authority, information, and trust to make decisions within clear boundaries.

C. Agile Coach concerns helping teams and the wider organization improve how they apply agile values and practices.

QUESTION 209 Agile | Task 5 | Moderate | Single answer

During a supply-chain pilot, the team is selecting terminology for using the amount of work completed by the same team in recent sprints as a forecasting aid. Which option is most accurate?

A. Fibonacci Sequence

B. Agile Estimating

C. Relative Estimating

D. Sprint Velocity

Correct answer: D

Why: Sprint Velocity concerns using the amount of work completed by the same team in recent sprints as a forecasting aid.

A. Fibonacci Sequence concerns using increasingly spaced numbers such as 1, 2, 3, 5, 8, and 13 for relative sizing as uncertainty grows.

B. Agile Estimating concerns using collaborative relative sizing and emerging information to forecast adaptive work.

C. Relative Estimating concerns sizing work by comparison with other work rather than predicting absolute hours or cost.

QUESTION 210 Agile | Task 5 | Difficult | Single answer

During a hospital system rollout, the team wants to name forcing a unique top-to-bottom priority order without ties. Which option is most accurate?

A. Paired Comparison

B. Kano Model

C. Stack Ranking

D. Moscow Analysis

Correct answer: C

Why: Stack Ranking concerns forcing a unique top-to-bottom priority order without ties.

A. Paired Comparison concerns comparing options two at a time to build a relative priority or preference order.

B. Kano Model concerns classifying features by how they affect satisfaction, including basic, performance, and delight characteristics.

D. Moscow Analysis concerns prioritizing requirements as must have, should have, could have, or will not have for the current time frame.

QUESTION 211 Agile | Task 5 | Moderate | Single answer

During an airport modernization, the team wants to name capturing a concise user story and useful supporting details for discussion and delivery. Which option is most accurate?

A. Demo

B. Story Card

C. Definition of Ready (DoR)

D. Story Map

Correct answer: B

Why: Story Card concerns capturing a concise user story and useful supporting details for discussion and delivery.

A. Demo concerns showing a working increment to stakeholders so they can inspect results and provide useful feedback.

C. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

D. Story Map concerns organizing user activities and stories to visualize workflow, priorities, and release slices.

QUESTION 212 Agile | Task 5 | Moderate | Single answer

During a regional banking change, the team wants to name organizing user activities and stories to visualize workflow, priorities, and release slices. Which option is most accurate?

A. Story Card

B. Story Map

C. Definition of Ready (DoR)

D. Demo

Correct answer: B

Why: Story Map concerns organizing user activities and stories to visualize workflow, priorities, and release slices.

A. Story Card concerns capturing a concise user story and useful supporting details for discussion and delivery.

C. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

D. Demo concerns showing a working increment to stakeholders so they can inspect results and provide useful feedback.

QUESTION 213 Agile | Task 4 | Moderate | Single answer

During a public-transit upgrade, the team wants to name combining deep expertise in one area with enough breadth to collaborate across other disciplines. Which option is most accurate?

A. Cross-Functional Teams

B. Generalizing Specialist

C. Self-Organizing Team

D. T-Shaped

Correct answer: D

Why: T-Shaped concerns combining deep expertise in one area with enough breadth to collaborate across other disciplines.

A. Cross-Functional Teams concerns combining people with the different skills needed to deliver value without routine handoffs to separate functions.

B. Generalizing Specialist concerns contributing deep expertise while also helping outside that specialty to improve team flexibility.

C. Self-Organizing Team concerns allowing team members to decide collectively how best to accomplish selected work.

QUESTION 214 Agile | Task 3 | Moderate | Single answer

During an insurance platform launch, the team wants to name showing work items by workflow state so progress, ownership, and blockage are visible. Which option is most accurate?

A. Task Board

B. Burn Chart

C. Cumulative Flow Diagram

D. Value Stream Mapping

Correct answer: A

Why: Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

B. Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

C. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

D. Value Stream Mapping concerns visualizing material and information flow to identify delay, waste, and improvement opportunities.

QUESTION 215 Agile | Task 4 | Moderate | Single answer

During a university service redesign, the team wants to name writing an automated test before production code and then developing until the test passes. Which option is most accurate?

A. Test-Driven Development (TDD)/Test-First Development

B. INVEST

C. XP Metaphor

D. Definition of Ready (DoR)

Correct answer: A

Why: Test-Driven Development (TDD)/Test-First Development concerns writing an automated test before production code and then developing until the test passes.

B. INVEST concerns checking that a user story is independent, negotiable, valuable, estimable, small, and testable.

C. XP Metaphor concerns using a simple shared analogy to help an XP team understand and communicate how the system works.

D. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

QUESTION 216 Agile | Task 5 | Easy | Single answer

During a renewable-energy program, the team wants to name visualizing material and information flow to identify delay, waste, and improvement opportunities. Which option is most accurate?

A. Task Board

B. Value Stream Mapping

C. Work in Process (WIP)

D. Burn Chart

Correct answer: B

Why: Value Stream Mapping concerns visualizing material and information flow to identify delay, waste, and improvement opportunities.

A. Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

C. Work in Process (WIP) concerns counting work that has started but is not yet completed and limiting it to improve flow.

D. Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

QUESTION 217 Agile | Task 5 | Difficult | Single answer

During a retail fulfillment initiative, the team wants to name expressing a concise, shared picture of the future product or outcome the team seeks to create. Which option is most accurate?

A. Minimum Business Increment (MBI)

B. Vision Statement

C. Agile Release Planning

D. Release Planning

Correct answer: B

Why: Vision Statement concerns expressing a concise, shared picture of the future product or outcome the team seeks to create.

A. Minimum Business Increment (MBI) concerns defining the smallest coordinated package that can produce a meaningful business outcome.

C. Agile Release Planning concerns forecasting which features and iterations may form a release and when that release could occur.

D. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

QUESTION 218 Agile | Task 3 | Moderate | Single answer

During a municipal water project, the team wants to name counting work that has started but is not yet completed and limiting it to improve flow. Which option is most accurate?

A. Burn Chart

B. Work in Process (WIP)

C. Task Board

D. Value Stream Mapping

Correct answer: B

Why: Work in Process (WIP) concerns counting work that has started but is not yet completed and limiting it to improve flow.

A. Burn Chart concerns displaying work completed or remaining over time to make progress trends visible.

C. Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

D. Value Stream Mapping concerns visualizing material and information flow to identify delay, waste, and improvement opportunities.

QUESTION 219 Agile | Task 4 | Moderate | Single answer

During a cybersecurity improvement, the team wants to name using a simple shared analogy to help an XP team understand and communicate how the system works. Which option is most accurate?

A. Definition of Ready (DoR)

B. XP Metaphor

C. INVEST

D. Test-Driven Development (TDD)/Test-First Development

Correct answer: B

Why: XP Metaphor concerns using a simple shared analogy to help an XP team understand and communicate how the system works.

A. Definition of Ready (DoR) concerns using agreed entry conditions to decide whether a backlog item is sufficiently understood for near-term work.

C. INVEST concerns checking that a user story is independent, negotiable, valuable, estimable, small, and testable.

D. Test-Driven Development (TDD)/Test-First Development concerns writing an automated test before production code and then developing until the test passes.

QUESTION 220 Agile | Task 4 | Moderate | Matching

Match each Scrum accountability or group to its clearest responsibility.

A. Product Owner

B. Scrum Master

C. Developers

D. Scrum Team

1. Create a usable Increment and manage the Sprint Backlog
2. Collectively pursue the Product Goal as one cross-functional unit
3. Order the Product Backlog to maximize product value
4. Establish Scrum effectiveness and help remove impediments

Correct answer: A-3, B-4, C-1, D-2

Why: Scrum separates accountabilities while keeping the Scrum Team collaborative and self-managing.

A. Product Owner matches: Order the Product Backlog to maximize product value.

B. Scrum Master matches: Establish Scrum effectiveness and help remove impediments.

C. Developers matches: Create a usable Increment and manage the Sprint Backlog.

D. Scrum Team matches: Collectively pursue the Product Goal as one cross-functional unit.

QUESTION 221 Agile | Task 2 | Moderate | Ordering

Arrange the events in their normal relationship within a Sprint.

A. Sprint Planning establishes the Sprint Goal and initial Sprint Backlog

B. The Sprint Retrospective identifies improvements to quality and effectiveness

C. The Sprint Review inspects the Increment and adapts future product direction

D. Daily Scrums help Developers inspect progress and adapt their plan

Correct answer: A, D, C, B

Why: The Sprint contains planning, daily inspection, product inspection, and process improvement without turning them into sequential project phases. An Iteration Review inspects the completed increment with stakeholders and uses feedback to adapt future product work.

A. This belongs in position 1 of the sequence.

B. This belongs in position 4 of the sequence.

C. This belongs in position 3 of the sequence.

D. This belongs in position 2 of the sequence.

QUESTION 222 Agile | Task 4 | Moderate | Matching

Match each adaptive approach to its distinguishing emphasis.

A. Scrum

B. Kanban

C. Extreme Programming

D. SAFe

1. Coordinating adaptive delivery across multiple teams and organizational levels
2. Timeboxed Sprints, accountabilities, events, and product artifacts

3. Engineering discipline such as pairing, refactoring, and test-first development
4. Visualized flow, explicit policies, and work-in-process limits

Correct answer: A-2, B-4, C-3, D-1

Why: The approaches share adaptive values but use different structures and practices.

A. Scrum matches: Timeboxed Sprints, accountabilities, events, and product artifacts.
B. Kanban matches: Visualized flow, explicit policies, and work-in-process limits.
C. Extreme Programming matches: Engineering discipline such as pairing, refactoring, and test-first development.
D. SAFe matches: Coordinating adaptive delivery across multiple teams and organizational levels.

QUESTION 223 Agile | Task 4 | Moderate | Matching

Match the XP practice to its intended contribution.

A. Pair Programming
B. Refactoring
C. Continuous Integration
D. Test-First Development

1. Two practitioners work together at one workstation and review continuously
2. Write an automated test before producing the code that satisfies it
3. Improve internal design without changing observable behavior
4. Integrate and test changes frequently to expose problems early

Correct answer: A-1, B-3, C-4, D-2

Why: XP combines close feedback with disciplined technical practices.

A. Pair Programming matches: Two practitioners work together at one workstation and review continuously.
B. Refactoring matches: Improve internal design without changing observable behavior.
C. Continuous Integration matches: Integrate and test changes frequently to expose problems early.
D. Test-First Development matches: Write an automated test before producing the code that satisfies it.

QUESTION 224 Agile | Task 5 | Difficult | Single answer

Two backlog items have similar development effort. One prevents a near-term compliance penalty; the other may improve conversion but has weak evidence. What is the best basis for ordering them?

A. Compare value, urgency, risk reduction and learning, then order the compliance item first if its time-critical exposure dominates
B. Select the conversion item because uncertain work must always precede regulatory work
C. Alternate the two items daily so neither stakeholder has priority
D. Order them alphabetically because equal effort makes economic factors irrelevant

Correct answer: A

Why: Adaptive backlog ordering weighs economic value, urgency, risk, dependencies and learning. Similar effort does not make time-critical compliance exposure equivalent to speculative value.

A. Transparent economic and risk criteria support a defensible ordering decision, including the cost of delay from compliance exposure.

B. Uncertainty can justify learning work, but there is no rule that it always outranks a time-critical regulatory obligation.

C. Rapidly switching between items increases work in progress and avoids making a value-based ordering decision.

D. Equal effort does not eliminate differences in value, urgency, risk reduction or cost of delay.

QUESTION 225 Agile | Task 3 | Moderate | Matching

Match each flow measure or control to what it reveals.

A. WIP Limit

B. Cycle Time

C. Throughput

D. Cumulative Flow Diagram

1. Measures elapsed time from starting an item until it finishes
2. Counts items completed during a period
3. Caps started work in a workflow state to encourage finishing
4. Shows work accumulating across states and exposes bottlenecks

Correct answer: A-3, B-1, C-2, D-4

Why: Kanban controls work in process and uses flow measures to support improvement. Transparency makes workflow state, policies, blockage, and performance visible enough for meaningful inspection and adaptation.

A. WIP Limit matches: Caps started work in a workflow state to encourage finishing.

B. Cycle Time matches: Measures elapsed time from starting an item until it finishes.

C. Throughput matches: Counts items completed during a period.

D. Cumulative Flow Diagram matches: Shows work accumulating across states and exposes bottlenecks.

QUESTION 226 Agile | Task 2 | Moderate | Ordering

Order these actions for an evidence-based release forecast.

A. Forecast releases from capacity, dependencies, risk, and desired value

B. Order and roughly size candidate work using current knowledge

C. Clarify the product goal, intended outcomes, and major features

D. Revisit the forecast as actual delivery and stakeholder feedback create evidence

Correct answer: C, B, A, D

Why: Adaptive release plans are forecasts that evolve as the team learns; they are not fixed promises made before evidence exists.

A. This belongs in position 3 of the sequence.

B. This belongs in position 2 of the sequence.

C. This belongs in position 1 of the sequence.

D. This belongs in position 4 of the sequence.

QUESTION 227 Agile | Task 2 | Moderate | Single answer

A predictive WBS contains a large customer-onboarding deliverable. What is the best way to translate it for adaptive delivery?

A. Remove acceptance criteria because the team will discover quality after release.

B. Decompose it into small, valuable vertical slices that can be ordered and completed in iterations.

C. Copy every lowest-level WBS activity into one Sprint without changing its orientation.

D. Keep the entire deliverable as one backlog item until all design details are known.

Correct answer: B

Why: Adaptive planning converts scope into ordered, testable slices of value rather than merely renaming predictive activities.

A. Adaptive work still requires clear success and quality conditions.

B. This supports feedback and usable incremental value.

C. Activity-oriented copying may not create valuable increments.

D. The item is too large for learning and near-term planning.

QUESTION 228 Agile | Task 1 | Difficult | Multiple response

Which two conditions most strongly support an adaptive approach? Select two.

A. Users can provide frequent feedback as needs evolve.

B. Every requirement is fixed by regulation and physical work must follow one known sequence.

C. A stable cross-functional team has authority to organize its work.

D. Functional approvals require every minor decision to wait several months.

Correct answer: A, C

Why: Adaptive delivery benefits from uncertainty that can be reduced through feedback and from an environment that enables team-level decisions.

A. Frequent feedback converts uncertainty into learning.

B. This generally favors predictive planning.

C. Team stability and decision latitude support short feedback cycles.

D. This delays feedback and constrains adaptation.

QUESTION 229 Agile | Task 3 | Moderate | Single answer

Which comparison between adaptive and predictive tracking is most accurate?

A. Predictive tracking uses only velocity, while adaptive tracking uses only earned value.

B. Adaptive projects do not measure progress, while predictive projects measure every activity.

C. Adaptive tracking emphasizes working increments, flow, and backlog progress; predictive tracking compares performance with approved baselines.

D. Both approaches require the same artifacts and update cadence.

Correct answer: C

Why: Tracking should fit the development approach and provide evidence useful for decisions. A Predictive Life Cycle emphasizes planned sequence and control against approved baselines when scope is sufficiently stable.

A. The measures are reversed and overly absolute.

B. Both approaches measure performance.

C. This correctly distinguishes the evidence each approach emphasizes.

D. Artifacts and cadence are tailored to the delivery approach.

QUESTION 230 Business Analysis | Task 3 | Moderate | Single answer

During a laboratory relocation, the team wants to name stating the organizational need, objective, or outcome that justifies a solution. Which option is most accurate?

A. Nonfunctional Requirements (NFRs)

B. Transition Requirement

C. Business Requirement

D. Project Requirements

Correct answer: C

Why: Business Requirement concerns stating the organizational need, objective, or outcome that justifies a solution.

A. Nonfunctional Requirements (NFRs) concerns specifying solution qualities or constraints such as security, reliability, usability, or response time.

B. Transition requirement is a temporary capability needed to move from the current state to the future state.

D. Project Requirements concerns stating capabilities, conditions, or qualities the project or its deliverables must satisfy.

QUESTION 231 Business Analysis | Task 3 | Difficult | Single answer

During a human-resources system change, the team wants to name determining, documenting, and managing stakeholder needs and requirements for project and product outcomes. Which option is most accurate?

A. Collect Requirements Process

B. Work Shadowing

C. Document Analysis

D. Prototype

Correct answer: A

Why: Collect Requirements Process concerns determining, documenting, and managing stakeholder needs and requirements for project and product outcomes.

B. Work Shadowing concerns observing a person perform real work to uncover tacit steps, exceptions, and needs.

C. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

D. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

QUESTION 232 Business Analysis | Task 2 | Moderate | Single answer

During a disaster-recovery exercise, the team wants to name determining who needs what information, when, in what form, and through which channel. Which option is most accurate?

A. Communication Technology

B. Communication Requirements Analysis

C. Nonverbal Communication

D. Interactive Communication

Correct answer: B

Why: Communication Requirements Analysis concerns determining who needs what information, when, in what form, and through which channel.

A. Communication Technology concerns selecting tools and platforms that can reliably distribute or store project information.

C. Nonverbal Communication concerns interpreting or conveying meaning through tone, posture, facial expression, gesture, and other cues beyond words.

D. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

QUESTION 233 Business Analysis | Task 2 | Moderate | Single answer

During a warehouse expansion, the team wants to name selecting tools and platforms that can reliably distribute or store project information. Which option is most accurate?

A. Communication Requirements Analysis

B. Communication Technology

C. Nonverbal Communication

D. Interactive Communication

Correct answer: B

Why: Communication Technology concerns selecting tools and platforms that can reliably distribute or store project information.

A. Communication Requirements Analysis concerns determining who needs what information, when, in what form, and through which channel.

C. Nonverbal Communication concerns interpreting or conveying meaning through tone, posture, facial expression, gesture, and other cues beyond words.

D. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

QUESTION 234 Business Analysis | Task 6 | Easy | Single answer

During a clinical scheduling product launch, the team wants to name examining evidence, assumptions, implications, and alternatives before reaching a reasoned conclusion. Which option is most accurate?

A. Critical Thinking

B. Cultural Awareness

C. Political Awareness

D. Social Awareness

Correct answer: A

Why: Critical Thinking concerns examining evidence, assumptions, implications, and alternatives before reaching a reasoned conclusion.

B. Cultural Awareness concerns recognizing and adapting to differences in values, norms, language, and working expectations.

C. Political Awareness concerns recognizing power relationships, informal networks, competing interests, and decision dynamics.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

QUESTION 235 Business Analysis | Task 6 | Moderate | Single answer

During a tourism-service redesign, the team wants to name recognizing and adapting to differences in values, norms, language, and working expectations. Which option is most accurate?

A. Social Awareness

B. Critical Thinking

C. Political Awareness

D. Cultural Awareness

Correct answer: D

Why: Cultural Awareness concerns recognizing and adapting to differences in values, norms, language, and working expectations.

A. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

B. Critical Thinking concerns examining evidence, assumptions, implications, and alternatives before reaching a reasoned conclusion.

C. Political Awareness concerns recognizing power relationships, informal networks, competing interests, and decision dynamics.

QUESTION 236 Business Analysis | Task 3 | Moderate | Single answer

During a utility billing replacement, the team wants to name examining information to identify patterns, relationships, causes, trends, or decision implications. Which option is most accurate?

A. Group Decision Techniques

B. Multicriteria Decision Analysis

C. Data Analysis

D. Data Representation

Correct answer: C

Why: Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

A. Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

B. Multicriteria Decision Analysis concerns scoring alternatives against weighted criteria instead of deciding on one factor alone.

D. Data Representation concerns presenting information visually so patterns, relationships, categories, or flow can be understood.

QUESTION 237 Business Analysis | Task 3 | Moderate | Single answer

During an online-learning rollout, the team wants to name obtaining information through techniques such as interviews, observation, surveys, workshops, or document review. Which option is most accurate?

A. Data Analysis

B. Data Representation

C. Group Decision Techniques

D. Data Gathering

Correct answer: D

Why: Data Gathering concerns obtaining information through techniques such as interviews, observation, surveys, workshops, or document review.

A. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

B. Data Representation concerns presenting information visually so patterns, relationships, categories, or flow can be understood.

C. Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

QUESTION 238 Business Analysis | Task 3 | Difficult | Single answer

During a government licensing service redesign, the team wants to name presenting information visually so patterns, relationships, categories, or flow can be understood. Which option is most accurate?

A. Data Analysis

B. Data Gathering

C. Process Flow Diagram

D. Data Representation

Correct answer: D

Why: Data Representation concerns presenting information visually so patterns, relationships, categories, or flow can be understood.

A. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

B. Data Gathering concerns obtaining information through techniques such as interviews, observation, surveys, workshops, or document review.

C. Process Flow Diagram concerns mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves.

QUESTION 239 Business Analysis | Task 6 | Moderate | Single answer

During a supply-chain pilot, the team wants to name comparing choices and uncertain outcomes through branches, probabilities, and consequences. Which option is most accurate?

A. Multicriteria Decision Analysis

B. Data Analysis

C. Group Decision Techniques

D. Decision Tree Analysis

Correct answer: D

Why: Decision Tree Analysis concerns comparing choices and uncertain outcomes through branches, probabilities, and consequences.

A. Multicriteria Decision Analysis concerns scoring alternatives against weighted criteria instead of deciding on one factor alone.

B. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

C. Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

QUESTION 240 Business Analysis | Task 6 | Moderate | Single answer

During a hospital system rollout, the team is documenting summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders. Which option is most accurate?

A. Project Plan

B. Project Funding Requirements

C. Business Case

D. Final Report

Correct answer: D

Why: Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

A. Project Plan concerns documenting how project work will be executed, monitored, controlled, and closed.

B. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

C. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

QUESTION 241 Business Analysis | Task 6 | Moderate | Single answer

During an airport modernization, the team is documenting using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision. Which option is most accurate?

A. Group Decision Techniques

B. Data Analysis

C. Decision Tree Analysis

D. Multicriteria Decision Analysis

Correct answer: A

Why: Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

B. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

C. Decision Tree Analysis concerns comparing choices and uncertain outcomes through branches, probabilities, and consequences.

D. Multicriteria Decision Analysis concerns scoring alternatives against weighted criteria instead of deciding on one factor alone.

QUESTION 242 Business Analysis | Task 6 | Moderate | Single answer

During a regional banking change, the team is documenting classifying stakeholders by their ability to influence the work and the degree of impact the project has on them. Which option is most accurate?

A. Influence/Impact Grid

B. Power/Interest Grid

C. Salience Model

D. Stakeholder Map

Correct answer: A

Why: Influence/Impact Grid concerns classifying stakeholders by their ability to influence the work and the degree of impact the project has on them.

B. Power/Interest Grid concerns classifying stakeholders by authority and level of concern to tailor engagement effort.

C. Salience Model concerns classifying stakeholders by power, legitimacy, and urgency.

D. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

QUESTION 243 Business Analysis | Task 2 | Easy | Single answer

During a public-transit upgrade, the team is documenting creating, organizing, retrieving, distributing, and protecting project information so it remains usable. Which option is most accurate?

A. Information Management

B. Knowledge Management

C. Historical Information

D. Manage Project Knowledge

Correct answer: A

Why: Information Management concerns creating, organizing, retrieving, distributing, and protecting project information so it remains usable.

B. Knowledge Management concerns combining people, practices, and repositories so useful knowledge is created, shared, retained, and applied.

C. Historical Information concerns using records and lessons from previous work to improve current estimates, plans, and decisions.

D. Manage Project Knowledge concerns using existing knowledge and creating new knowledge to support objectives and organizational learning.

QUESTION 244 Business Analysis | Task 4 | Moderate | Single answer

During an insurance platform launch, the team is documenting finding the discount rate at which an investment's net present value equals zero. Which option is most accurate?

A. Return on Investment (ROI)

B. Net Present Value (NPV)

C. Opportunity Cost

D. Internal Rate of Return (IRR)

Correct answer: D

Why: Internal Rate of Return (IRR) concerns finding the discount rate at which an investment's net present value equals zero.

A. Return on Investment (ROI) concerns comparing net benefit with the investment required, commonly as a percentage.

B. Net Present Value (NPV) concerns discounting future cash flows to today's value and subtracting the investment to compare economic value.

C. Opportunity Cost concerns recognizing the value of the best alternative forgone when one option is selected.

QUESTION 245 Business Analysis | Task 4 | Difficult | Single answer

During a university service redesign, the team is documenting using a measurable indicator tied to an objective to judge progress or performance. Which option is most accurate?

A. Key Performance Indicator (KPI)

B. Service-Level Agreement (SLA)

C. Quality Policy

D. Quality Report

Correct answer: A

Why: Key Performance Indicator (KPI) concerns using a measurable indicator tied to an objective to judge progress or performance.

B. Service-Level Agreement (SLA) concerns documenting measurable service expectations and responsibilities between a provider and customer.

C. Quality Policy concerns stating the organization's overall intentions and direction concerning quality.

D. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

QUESTION 246 Business Analysis | Task 6 | Moderate | Single answer

During a renewable-energy program, the team is documenting combining people, practices, and repositories so useful knowledge is created, shared, retained, and applied. Which option is most accurate?

A. Knowledge Management

B. Information Management

C. Manage Project Knowledge

D. Historical Information

Correct answer: A

Why: Knowledge Management concerns combining people, practices, and repositories so useful knowledge is created, shared, retained, and applied.

B. Information Management concerns creating, organizing, retrieving, distributing, and protecting project information so it remains usable.

C. Manage Project Knowledge concerns using existing knowledge and creating new knowledge to support objectives and organizational learning.

D. Historical Information concerns using records and lessons from previous work to improve current estimates, plans, and decisions.

QUESTION 247 Business Analysis | Task 2 | Moderate | Single answer

During a retail fulfillment initiative, the team is documenting creating, distributing, storing, retrieving, and disposing of project information according to the communications plan. Which option is most accurate?

A. Monitor Communications Process

B. Manage Communications

C. Project Meetings

D. Plan Stakeholder Engagement Process

Correct answer: B

Why: Manage Communications concerns creating, distributing, storing, retrieving, and disposing of project information according to the communications plan.

A. Monitor Communications Process concerns checking whether stakeholder information needs are being met and adjusting communication when necessary.

C. Project Meetings concerns using planned interactions with clear objectives, appropriate participants, facilitation, decisions, and follow-up.

D. Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

QUESTION 248 Business Analysis | Task 6 | Moderate | Single answer

During a municipal water project, the team is documenting working with stakeholders to address needs, resolve concerns, and support appropriate involvement. Which option is most accurate?

A. Manage Stakeholder Engagement Process

B. Monitor Stakeholder Engagement Process

C. Stakeholder Engagement Assessment Matrix

D. Plan Stakeholder Engagement Process

Correct answer: A

Why: Manage Stakeholder Engagement Process concerns working with stakeholders to address needs, resolve concerns, and support appropriate involvement.

B. Monitor Stakeholder Engagement Process concerns comparing current engagement with desired engagement and adapting strategies when gaps appear.

C. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

D. Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

QUESTION 249 Business Analysis | Task 2 | Moderate | Single answer

During a cybersecurity improvement, the team is documenting checking whether stakeholder information needs are being met and adjusting communication when necessary. Which option is most accurate?

A. Monitor Communications Process

B. Manage Communications

C. Project Meetings

D. Plan Stakeholder Engagement Process

Correct answer: A

Why: Monitor Communications Process concerns checking whether stakeholder information needs are being met and adjusting communication when necessary.

B. Manage Communications concerns creating, distributing, storing, retrieving, and disposing of project information according to the communications plan.

C. Project Meetings concerns using planned interactions with clear objectives, appropriate participants, facilitation, decisions, and follow-up.

D. Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

QUESTION 250 Business Analysis | Task 6 | Moderate | Single answer

During a manufacturing automation effort, the team is documenting comparing current engagement with desired engagement and adapting strategies when gaps appear. Which option is most accurate?

A. Monitor Stakeholder Engagement Process

B. Stakeholder Engagement Assessment Matrix

C. Plan Stakeholder Engagement Process

D. Manage Stakeholder Engagement Process

Correct answer: A

Why: Monitor Stakeholder Engagement Process concerns comparing current engagement with desired engagement and adapting strategies when gaps appear.

B. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

C. Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

D. Manage Stakeholder Engagement Process concerns working with stakeholders to address needs, resolve concerns, and support appropriate involvement.

Questions 251-300

QUESTION 251 Business Analysis | Task 6 | Moderate | Single answer

During a nonprofit grant project, the team is documenting scoring alternatives against weighted criteria instead of deciding on one factor alone. Which option is most accurate?

A. Decision Tree Analysis

B. Multicriteria Decision Analysis

C. Group Decision Techniques

D. Data Analysis

Correct answer: B

Why: Multicriteria Decision Analysis concerns scoring alternatives against weighted criteria instead of deciding on one factor alone.

A. Decision Tree Analysis concerns comparing choices and uncertain outcomes through branches, probabilities, and consequences.

C. Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

D. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

QUESTION 252 Business Analysis | Task 4 | Easy | Single answer

During a telecommunications deployment, the team is documenting discounting future cash flows to today's value and subtracting the investment to compare economic value. Which option is most accurate?

A. Payback Period

B. Net Present Value (NPV)

C. Internal Rate of Return (IRR)

D. Opportunity Cost

Correct answer: B

Why: Net Present Value (NPV) concerns discounting future cash flows to today's value and subtracting the investment to compare economic value.

A. Payback Period concerns measuring how long cumulative benefits take to recover the initial investment.

C. Internal Rate of Return (IRR) concerns finding the discount rate at which an investment's net present value equals zero.

D. Opportunity Cost concerns recognizing the value of the best alternative forgone when one option is selected.

QUESTION 253 Business Analysis | Task 3 | Moderate | Single answer

During a pharmaceutical compliance effort, the team is documenting specifying solution qualities or constraints such as security, reliability, usability, or response time. Which option is most accurate?

A. Project Requirements

B. Requirements Validation

C. Business Requirement

D. Nonfunctional Requirements (NFRs)

Correct answer: D

Why: Nonfunctional Requirements (NFRs) concerns specifying solution qualities or constraints such as security, reliability, usability, or response time.

A. Project Requirements concerns stating capabilities, conditions, or qualities the project or its deliverables must satisfy.

B. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

C. Business Requirement concerns stating the organizational need, objective, or outcome that justifies a solution.

QUESTION 254 Business Analysis | Task 2 | Moderate | Single answer

During a logistics network change, the team is documenting interpreting or conveying meaning through tone, posture, facial expression, gesture, and other cues beyond words. Which option is most accurate?

A. Pull Communications

B. Nonverbal Communication

C. Communication Requirements Analysis

D. Communication Technology

Correct answer: B

Why: Nonverbal Communication concerns interpreting or conveying meaning through tone, posture, facial expression, gesture, and other cues beyond words.

A. Pull Communications concerns making information available for recipients to access when they need it.

C. Communication Requirements Analysis concerns determining who needs what information, when, in what form, and through which channel.

D. Communication Technology concerns selecting tools and platforms that can reliably distribute or store project information.

QUESTION 255 Business Analysis | Task 4 | Moderate | Single answer

During a digital identity initiative, the team is documenting recognizing the value of the best alternative forgone when one option is selected. Which option is most accurate?

A. Internal Rate of Return (IRR)

B. Net Present Value (NPV)

C. Payback Period

D. Opportunity Cost

Correct answer: D

Why: Opportunity Cost concerns recognizing the value of the best alternative forgone when one option is selected.

A. Internal Rate of Return (IRR) concerns finding the discount rate at which an investment's net present value equals zero.

B. Net Present Value (NPV) concerns discounting future cash flows to today's value and subtracting the investment to compare economic value.

C. Payback Period concerns measuring how long cumulative benefits take to recover the initial investment.

QUESTION 256 Business Analysis | Task 1 | Moderate | Single answer

During a construction planning workshop, the team is documenting showing formal reporting relationships, roles, and structural connections within an organization or project. Which option is most accurate?

A. Organizational Culture

B. Organizational Theory

C. Organizational Chart

D. Skills List

Correct answer: C

Why: Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

A. Organizational Culture concerns understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur.

B. Organizational Theory concerns using concepts about structure and human behavior to understand how organizations and teams function.

D. Skills List concerns recording available competencies and proficiency to support resource assignment and development.

QUESTION 257 Business Analysis | Task 1 | Moderate | Single answer

During a customer-support transformation, the team is documenting understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur. Which option is most accurate?

A. Organizational Chart

B. Organizational Theory

C. Virtual Team

D. Organizational Culture

Correct answer: D

Why: Organizational Culture concerns understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur.

A. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

B. Organizational Theory concerns using concepts about structure and human behavior to understand how organizations and teams function.

C. Virtual Team concerns collaborating toward a shared purpose while members work across locations, organizations, or time zones.

QUESTION 258 Business Analysis | Task 1 | Moderate | Single answer

During a data-governance project, the team is documenting using concepts about structure and human behavior to understand how organizations and teams function. Which option is most accurate?

A. Organizational Chart

B. Organizational Culture

C. Organizational Theory

D. Virtual Team

Correct answer: C

Why: Organizational Theory concerns using concepts about structure and human behavior to understand how organizations and teams function.

A. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

B. Organizational Culture concerns understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur.

D. Virtual Team concerns collaborating toward a shared purpose while members work across locations, organizations, or time zones.

QUESTION 259 Business Analysis | Task 5 | Difficult | Single answer

During an e-commerce product increment, the team is documenting obtaining work, services, or capabilities from an external provider rather than performing them internally. Which option is most accurate?

A. Service-Level Agreement (SLA)

B. Make-or-Buy Analysis

C. Procurement Management Plan

D. Outsourcing

Correct answer: D

Why: Outsourcing concerns obtaining work, services, or capabilities from an external provider rather than performing them internally.

A. Service-Level Agreement (SLA) concerns documenting measurable service expectations and responsibilities between a provider and customer.

B. Make-or-buy analysis compares internal delivery with external acquisition before choosing a sourcing approach.

C. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

QUESTION 260 Business Analysis | Task 4 | Moderate | Single answer

During a laboratory relocation, the team is documenting measuring how long cumulative benefits take to recover the initial investment. Which option is most accurate?

A. Payback Period

B. Internal Rate of Return (IRR)

C. Net Present Value (NPV)

D. Return on Investment (ROI)

Correct answer: A

Why: Payback Period concerns measuring how long cumulative benefits take to recover the initial investment.

B. Internal Rate of Return (IRR) concerns finding the discount rate at which an investment's net present value equals zero.

C. Net Present Value (NPV) concerns discounting future cash flows to today's value and subtracting the investment to compare economic value.

D. Return on Investment (ROI) concerns comparing net benefit with the investment required, commonly as a percentage.

QUESTION 261 Business Analysis | Task 3 | Easy | Single answer

During a human-resources system change, the team is documenting creating a research-based representation of a user group to guide requirements and design decisions. Which option is most accurate?

A. Stakeholder Map

B. Stakeholder Engagement Assessment Matrix

C. Persona

D. Organizational Chart

Correct answer: C

Why: Persona concerns creating a research-based representation of a user group to guide requirements and design decisions.

A. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

B. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 262 Business Analysis | Task 6 | Moderate | Single answer

During a disaster-recovery exercise, the team is documenting developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement. Which option is most accurate?

A. Plan Stakeholder Engagement Process

B. Stakeholder Engagement Assessment Matrix

C. Monitor Stakeholder Engagement Process

D. Manage Stakeholder Engagement Process

Correct answer: A

Why: Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

B. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

C. Monitor Stakeholder Engagement Process concerns comparing current engagement with desired engagement and adapting strategies when gaps appear.

D. Manage Stakeholder Engagement Process concerns working with stakeholders to address needs, resolve concerns, and support appropriate involvement.

QUESTION 263 Business Analysis | Task 6 | Moderate | Single answer

During a warehouse expansion, the team is documenting recognizing power relationships, informal networks, competing interests, and decision dynamics. Which option is most accurate?

A. Political Awareness

B. Cultural Awareness

C. Social Awareness

D. Critical Thinking

Correct answer: A

Why: Political Awareness concerns recognizing power relationships, informal networks, competing interests, and decision dynamics.

B. Cultural Awareness concerns recognizing and adapting to differences in values, norms, language, and working expectations.

C. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

D. Critical Thinking concerns examining evidence, assumptions, implications, and alternatives before reaching a reasoned conclusion.

QUESTION 264 Business Analysis | Task 6 | Moderate | Single answer

During a clinical scheduling product launch, the team is documenting classifying stakeholders by authority and level of concern to tailor engagement effort. Which option is most accurate?

A. Stakeholder Engagement Assessment Matrix

B. Stakeholder Map

C. Influence/Impact Grid

D. Power/Interest Grid

Correct answer: D

Why: Power/Interest Grid concerns classifying stakeholders by authority and level of concern to tailor engagement effort.

A. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

B. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

C. Influence/Impact Grid concerns classifying stakeholders by their ability to influence the work and the degree of impact the project has on them.

QUESTION 265 Business Analysis | Task 3 | Moderate | Single answer

During a tourism-service redesign, the team is documenting mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves. Which option is most accurate?

A. Process Flow Diagram

B. Data Representation

C. Data Analysis

D. Data Gathering

Correct answer: A

Why: Process Flow Diagram concerns mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves.

B. Data Representation concerns presenting information visually so patterns, relationships, categories, or flow can be understood.

C. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

D. Data Gathering concerns obtaining information through techniques such as interviews, observation, surveys, workshops, or document review.

QUESTION 266 Business Analysis | Task 1 | Difficult | Single answer

During a utility billing replacement, the team is documenting overseeing the performance and improvement of an end-to-end business process. Which option is most accurate?

A. Process Manager

B. Product Management

C. Functional Manager

D. Project Expeditor

Correct answer: A

Why: Process Manager concerns overseeing the performance and improvement of an end-to-end business process.

B. Product Management concerns guiding product vision, strategy, roadmap, value, and life-cycle decisions.

C. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

D. Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

QUESTION 267 Business Analysis | Task 1 | Moderate | Single answer

During an online-learning rollout, the team is documenting guiding product vision, strategy, roadmap, value, and life-cycle decisions. Which option is most accurate?

A. Product Management

B. Project Expeditor

C. Process Manager

D. Business Analyst

Correct answer: A

Why: Product Management concerns guiding product vision, strategy, roadmap, value, and life-cycle decisions.

B. Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

C. Process Manager concerns overseeing the performance and improvement of an end-to-end business process.

D. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

QUESTION 268 Business Analysis | Task 1 | Moderate | Single answer

During a government licensing service redesign, the team is documenting supporting communication and coordination in a weak matrix without authority to make or enforce major decisions. Which option is most accurate?

A. Project Expeditor

B. Product Management

C. Process Manager

D. Business Analyst

Correct answer: A

Why: Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

B. Product Management concerns guiding product vision, strategy, roadmap, value, and life-cycle decisions.

C. Process Manager concerns overseeing the performance and improvement of an end-to-end business process.

D. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

QUESTION 269 Business Analysis | Task 3 | Moderate | Single answer

During a supply-chain pilot, the team is documenting showing when and how much authorized funding will be needed based on the cost baseline and reserves. Which option is most accurate?

A. Project Plan

B. Final Report

C. Business Case

D. Project Funding Requirements

Correct answer: D

Why: Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

A. Project Plan concerns documenting how project work will be executed, monitored, controlled, and closed.

B. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

C. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

QUESTION 270 Business Analysis | Task 2 | Easy | Single answer

During a hospital system rollout, the team must recognize the concept behind using planned interactions with clear objectives, appropriate participants, facilitation, decisions, and follow-up. Which option is most accurate?

A. Project Meetings

B. Manage Communications

C. Monitor Communications Process

D. Plan Stakeholder Engagement Process

Correct answer: A

Why: Project Meetings concerns using planned interactions with clear objectives, appropriate participants, facilitation, decisions, and follow-up.

B. Manage Communications concerns creating, distributing, storing, retrieving, and disposing of project information according to the communications plan.

C. Monitor Communications Process concerns checking whether stakeholder information needs are being met and adjusting communication when necessary.

D. Plan Stakeholder Engagement Process concerns developing approaches for involving stakeholders based on needs, influence, expectations, and current engagement.

QUESTION 271 Business Analysis | Task 6 | Moderate | Single answer

During an airport modernization, the team must recognize the concept behind documenting how project work will be executed, monitored, controlled, and closed. Which option is most accurate?

A. Project Funding Requirements

B. Benefits Management Plan

C. Final Report

D. Project Plan

Correct answer: D

Why: Project Plan concerns documenting how project work will be executed, monitored, controlled, and closed.

A. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

B. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

C. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

QUESTION 272 Business Analysis | Task 3 | Moderate | Single answer

During a regional banking change, the team must recognize the concept behind stating capabilities, conditions, or qualities the project or its deliverables must satisfy. Which option is most accurate?

A. Nonfunctional Requirements (NFRs)

B. Project Requirements

C. Requirements Validation

D. Business Requirement

Correct answer: B

Why: Project Requirements concerns stating capabilities, conditions, or qualities the project or its deliverables must satisfy.

A. Nonfunctional Requirements (NFRs) concerns specifying solution qualities or constraints such as security, reliability, usability, or response time.

C. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

D. Business Requirement concerns stating the organizational need, objective, or outcome that justifies a solution.

QUESTION 273 Business Analysis | Task 2 | Difficult | Single answer

During a public-transit upgrade, the team must recognize the concept behind making information available for recipients to access when they need it. Which option is most accurate?

A. Pull Communications

B. Communication Requirements Analysis

C. Push Communications

D. Communication Technology

Correct answer: A

Why: Pull Communications concerns making information available for recipients to access when they need it.

B. Communication Requirements Analysis concerns determining who needs what information, when, in what form, and through which channel.

C. Push Communications concerns sending specific information directly to intended recipients without ensuring it was understood.

D. Communication Technology concerns selecting tools and platforms that can reliably distribute or store project information.

QUESTION 274 Business Analysis | Task 2 | Moderate | Single answer

During an insurance platform launch, the team must recognize the concept behind sending specific information directly to intended recipients without ensuring it was understood. Which option is most accurate?

A. Pull Communications

B. Communication Requirements Analysis

C. Communication Technology

D. Push Communications

Correct answer: D

Why: Push Communications concerns sending specific information directly to intended recipients without ensuring it was understood.

A. Pull Communications concerns making information available for recipients to access when they need it.

B. Communication Requirements Analysis concerns determining who needs what information, when, in what form, and through which channel.

C. Communication Technology concerns selecting tools and platforms that can reliably distribute or store project information.

QUESTION 275 Business Analysis | Task 6 | Moderate | Single answer

During a university service redesign, the team must recognize the concept behind stating the organization's overall intentions and direction concerning quality. Which option is most accurate?

A. Quality Report

B. Quality Policy

C. Key Performance Indicator (KPI)

D. Service-Level Agreement (SLA)

Correct answer: B

Why: Quality Policy concerns stating the organization's overall intentions and direction concerning quality.

A. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

C. Key Performance Indicator (KPI) concerns using a measurable indicator tied to an objective to judge progress or performance.

D. Service-Level Agreement (SLA) concerns documenting measurable service expectations and responsibilities between a provider and customer.

QUESTION 276 Business Analysis | Task 1 | Moderate | Single answer

During a renewable-energy program, the team must recognize the concept behind clarifying who is responsible, accountable, consulted, and informed for work or decisions. Which option is most accurate?

A. Skills List

B. RACI Chart

C. Organizational Chart

D. Resource Management Plan

Correct answer: B

Why: RACI Chart concerns clarifying who is responsible, accountable, consulted, and informed for work or decisions.

A. Skills List concerns recording available competencies and proficiency to support resource assignment and development.

C. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

D. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

QUESTION 277 Business Analysis | Task 4 | Moderate | Single answer

During a retail fulfillment initiative, the team must recognize the concept behind comparing net benefit with the investment required, commonly as a percentage. Which option is most accurate?

A. Return on Investment (ROI)

B. Internal Rate of Return (IRR)

C. Net Present Value (NPV)

D. Payback Period

Correct answer: A

Why: Return on Investment (ROI) concerns comparing net benefit with the investment required, commonly as a percentage.

B. Internal Rate of Return (IRR) concerns finding the discount rate at which an investment's net present value equals zero.

C. Net Present Value (NPV) concerns discounting future cash flows to today's value and subtracting the investment to compare economic value.

D. Payback Period concerns measuring how long cumulative benefits take to recover the initial investment.

QUESTION 278 Business Analysis | Task 6 | Moderate | Single answer

During a municipal water project, the team must recognize the concept behind defining timely, appropriate ways to acknowledge contributions and reinforce desired team behavior. Which option is most accurate?

A. Reward and Recognition Plan

B. Resource Management Plan

C. Team-Building Activities

D. Skills List

Correct answer: A

Why: Reward and Recognition Plan concerns defining timely, appropriate ways to acknowledge contributions and reinforce desired team behavior.

B. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

C. Team-Building Activities concerns using structured exercises or shared experiences to strengthen interaction and collaboration.

D. Skills List concerns recording available competencies and proficiency to support resource assignment and development.

QUESTION 279 Business Analysis | Task 6 | Easy | Single answer

During a cybersecurity improvement, the team must recognize the concept behind classifying stakeholders by power, legitimacy, and urgency. Which option is most accurate?

A. Salience Model

B. Power/Interest Grid

C. Influence/Impact Grid

D. Stakeholder Map

Correct answer: A

Why: Salience Model concerns classifying stakeholders by power, legitimacy, and urgency.

B. Power/Interest Grid concerns classifying stakeholders by authority and level of concern to tailor engagement effort.

C. Influence/Impact Grid concerns classifying stakeholders by their ability to influence the work and the degree of impact the project has on them.

D. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

QUESTION 280 Business Analysis | Task 5 | Difficult | Single answer

During a manufacturing automation effort, the team must recognize the concept behind documenting measurable service expectations and responsibilities between a provider and customer. Which option is most accurate?

A. Key Performance Indicator (KPI)

B. Quality Policy

C. Quality Report

D. Service-Level Agreement (SLA)

Correct answer: D

Why: Service-Level Agreement (SLA) concerns documenting measurable service expectations and responsibilities between a provider and customer.

A. Key Performance Indicator (KPI) concerns using a measurable indicator tied to an objective to judge progress or performance.

B. Quality Policy concerns stating the organization's overall intentions and direction concerning quality.

C. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

QUESTION 281 Business Analysis | Task 1 | Moderate | Single answer

During a nonprofit grant project, the team must recognize the concept behind recording available competencies and proficiency to support resource assignment and development. Which option is most accurate?

A. Skills List

B. Organizational Culture

C. Organizational Chart

D. Organizational Theory

Correct answer: A

Why: Skills List concerns recording available competencies and proficiency to support resource assignment and development.

B. Organizational Culture concerns understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur.

C. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

D. Organizational Theory concerns using concepts about structure and human behavior to understand how organizations and teams function.

QUESTION 282 Business Analysis | Task 6 | Moderate | Single answer

During a telecommunications deployment, the team must recognize the concept behind comparing each stakeholder's current and desired engagement levels. Which option is most accurate?

A. Stakeholder Map

B. Power/Interest Grid

C. Influence/Impact Grid

D. Stakeholder Engagement Assessment Matrix

Correct answer: D

Why: Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

A. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

B. Power/Interest Grid concerns classifying stakeholders by authority and level of concern to tailor engagement effort.

C. Influence/Impact Grid concerns classifying stakeholders by their ability to influence the work and the degree of impact the project has on them.

QUESTION 283 Business Analysis | Task 6 | Moderate | Single answer

During a pharmaceutical compliance effort, the team must recognize the concept behind visually positioning stakeholders according to selected attributes to guide analysis and engagement. Which option is most accurate?

A. Stakeholder Map

B. Stakeholder Engagement Assessment Matrix

C. Power/Interest Grid

D. Influence/Impact Grid

Correct answer: A

Why: Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

B. Stakeholder Engagement Assessment Matrix concerns comparing each stakeholder's current and desired engagement levels.

C. Power/Interest Grid concerns classifying stakeholders by authority and level of concern to tailor engagement effort.

D. Influence/Impact Grid concerns classifying stakeholders by their ability to influence the work and the degree of impact the project has on them.

QUESTION 284 Business Analysis | Task 6 | Moderate | Single answer

During a logistics network change, the team must recognize the concept behind requiring every participant to support the selected decision. Which option is most accurate?

A. Group Decision Techniques

B. Data Analysis

C. Unanimity

D. Decision Tree Analysis

Correct answer: C

Why: Unanimity concerns requiring every participant to support the selected decision.

A. Group Decision Techniques concerns using an agreed method such as voting, consensus, majority, plurality, or unanimity to reach a group decision.

B. Data Analysis concerns examining information to identify patterns, relationships, causes, trends, or decision implications.

D. Decision Tree Analysis concerns comparing choices and uncertain outcomes through branches, probabilities, and consequences.

QUESTION 285 Business Analysis | Task 4 | Moderate | Single answer

During a digital identity initiative, the team must recognize the concept behind viewing the connected activities that turn a need into value for a customer. Which option is most accurate?

A. Value Stream Mapping

B. Process Flow Diagram

C. Product Theme

D. Value Stream

Correct answer: D

Why: Value Stream concerns viewing the connected activities that turn a need into value for a customer.

A. Value Stream Mapping concerns visualizing material and information flow to identify delay, waste, and improvement opportunities.

B. Process Flow Diagram concerns mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves.

C. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 286 Business Analysis | Task 1 | Moderate | Single answer

During a construction planning workshop, the team must recognize the concept behind collaborating toward a shared purpose while members work across locations, organizations, or time zones. Which option is most accurate?

A. Virtual Team

B. Organizational Culture

C. Organizational Theory

D. Organizational Chart

Correct answer: A

Why: Virtual Team concerns collaborating toward a shared purpose while members work across locations, organizations, or time zones.

B. Organizational Culture concerns understanding the shared values, norms, beliefs, and behaviors that influence how work and decisions occur.

C. Organizational Theory concerns using concepts about structure and human behavior to understand how organizations and teams function.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 287 Business Analysis | Task 3 | Difficult | Single answer

During a customer-support transformation, the team must recognize the concept behind observing a person perform real work to uncover tacit steps, exceptions, and needs. Which option is most accurate?

A. Collect Requirements Process

B. Document Analysis

C. Prototype

D. Work Shadowing

Correct answer: D

Why: Work Shadowing concerns observing a person perform real work to uncover tacit steps, exceptions, and needs.

A. Collect Requirements Process concerns determining, documenting, and managing stakeholder needs and requirements for project and product outcomes.

B. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

C. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

QUESTION 288 Business Analysis | Task 1 | Moderate | Matching

Match each role to its primary focus.

A. Process Owner

B. Process Manager

C. Product Manager

D. Product Owner

1. Guides product strategy, market outcomes, and roadmap across the life cycle
2. Orders adaptive product work to maximize value for the product
3. Monitors and improves day-to-day process performance
4. Accountable for the purpose, boundaries, and outcomes of an end-to-end process

Correct answer: A-4, B-3, C-1, D-2

Why: Similar titles have different decision horizons and accountabilities; identifying them prevents gaps and conflicts.

A. Process Owner matches: Accountable for the purpose, boundaries, and outcomes of an end-to-end process.

B. Process Manager matches: Monitors and improves day-to-day process performance.

C. Product Manager matches: Guides product strategy, market outcomes, and roadmap across the life cycle.

D. Product Owner matches: Orders adaptive product work to maximize value for the product.

QUESTION 289 Business Analysis | Task 3 | Moderate | Matching

Match the elicitation technique to the situation where it is strongest.

A. Interview

B. Survey

C. Workshop

D. Observation

1. Explore one stakeholder's detailed knowledge and follow up on answers
2. Build shared understanding and resolve differences among several stakeholders
3. Discover actual workflow, tacit steps, and exceptions while work is performed
4. Collect comparable responses efficiently from a large dispersed population

Correct answer: A-1, B-4, C-2, D-3

Why: The analyst selects an elicitation technique according to audience, access, depth, scale, and collaboration needs. Questionnaires are a survey mechanism for collecting structured information from many respondents.

A. Interview matches: Explore one stakeholder's detailed knowledge and follow up on answers.

B. Survey matches: Collect comparable responses efficiently from a large dispersed population.

C. Workshop matches: Build shared understanding and resolve differences among several stakeholders.

D. Observation matches: Discover actual workflow, tacit steps, and exceptions while work is performed.

QUESTION 290 Business Analysis | Task 3 | Moderate | Matching

Match each requirement category to the example that belongs to it.

A. Business Requirement

B. Stakeholder Requirement

C. Solution Requirement

D. Transition Requirement

1. Migrate five years of active claim records before cutover
2. Reduce average claim settlement time by 20 percent
3. A claims supervisor must see exceptions awaiting approval
4. The system shall encrypt stored customer identifiers

Correct answer: A-2, B-3, C-4, D-1

Why: Requirement levels connect the business need to stakeholder needs, solution capabilities, and temporary transition work.

A. Business Requirement matches: Reduce average claim settlement time by 20 percent.

B. Stakeholder Requirement matches: A claims supervisor must see exceptions awaiting approval.

C. Solution Requirement matches: The system shall encrypt stored customer identifiers.

D. Transition Requirement matches: Migrate five years of active claim records before cutover.

QUESTION 291 Business Analysis | Task 3 | Moderate | Ordering

Order the actions after a stakeholder proposes a change to an approved requirement.

A. Record and clarify the proposed requirement change

B. Trace affected objectives, designs, backlog items, tests, releases, and stakeholders

C. Assess value, risk, feasibility, priority, and delivery impacts

D. Obtain the required decision and update traceability and communicated baselines or backlog

Correct answer: A, B, C, D

Why: Traceability makes the impact visible before an authorized decision changes delivery commitments.

A. This belongs in position 1 of the sequence.

B. This belongs in position 2 of the sequence.

C. This belongs in position 3 of the sequence.

D. This belongs in position 4 of the sequence.

QUESTION 292 Business Analysis | Task 4 | Moderate | Ordering

Put these roadmap decisions in a logical order.

A. Order capabilities using value, risk, dependencies, and evidence

B. Identify and evaluate candidate capabilities or features

C. Allocate near-term components to releases while leaving distant detail flexible

D. Confirm the product vision, outcomes, and strategic themes

Correct answer: D, B, A, C

Why: A roadmap connects vision and outcomes to an evolving release direction; precision normally decreases with distance.

A. This belongs in position 3 of the sequence.

B. This belongs in position 2 of the sequence.

C. This belongs in position 4 of the sequence.

D. This belongs in position 1 of the sequence.

QUESTION 293 Business Analysis | Task 6 | Moderate | Matching

Match the review activity to the question it answers.

A. Verify Requirement

B. Validate Requirement

C. Verify Deliverable

D. Validate Scope

1. Does the completed output meet its specified quality requirements?

2. Is the requirement well formed, consistent, feasible, and testable?

3. Does this requirement support the real business need and stakeholder value?

4. Will the customer or sponsor formally accept the completed deliverable?

Correct answer: A-2, B-3, C-1, D-4

Why: Verification checks correctness against specifications; validation checks fitness for need or formal acceptance, depending on the object.

A. Verify Requirement matches: Is the requirement well formed, consistent, feasible, and testable?.

B. Validate Requirement matches: Does this requirement support the real business need and stakeholder value?.

C. Verify Deliverable matches: Does the completed output meet its specified quality requirements?.

D. Validate Scope matches: Will the customer or sponsor formally accept the completed deliverable?.

QUESTION 294 Business Analysis | Task 3 | Moderate | Ordering

Order the analysis before committing to a requested solution.

A. Understand the current state and measurable performance gap

B. Recommend a justified option with success measures and transition considerations

C. Clarify the problem or opportunity and affected stakeholders

D. Define desired outcomes and evaluate feasible solution options

Correct answer: C, A, D, B

Why: Needs assessment prevents the team from accepting a proposed solution before understanding the underlying need and value.

A. This belongs in position 2 of the sequence.

B. This belongs in position 4 of the sequence.

C. This belongs in position 1 of the sequence.

D. This belongs in position 3 of the sequence.

QUESTION 295 Business Analysis | Task 2 | Moderate | Single answer

Executives need a release decision today, while developers need detailed rules and test conditions. What should the business analyst do?

A. Communicate only through the most senior executive.

B. Send the same raw workshop transcript to both groups.

C. Provide a concise decision presentation for executives and a detailed requirement package for developers, keeping the meaning consistent.

D. Delay communication until development is complete.

Correct answer: C

Why: The channel, format, timing, and detail should fit the audience without changing the underlying requirement meaning.

A. Developers still need usable requirement detail.

B. Raw notes do not meet either audience's decision need.

C. Communication is tailored by audience and purpose.

D. Information is needed before release and implementation decisions.

QUESTION 296 Business Analysis | Task 5 | Difficult | Multiple response

Which two statements correctly compare business analysis across predictive and adaptive approaches? Select two.

A. Adaptive teams avoid traceability because documentation has no value.

B. Predictive work may baseline detailed requirements and control formal changes.

C. Adaptive work continuously refines an ordered backlog through collaboration and feedback.

D. Business analysts stop collaborating once a predictive baseline is approved.

Correct answer: B, C

Why: The BA role and artifact detail are tailored to the approach, but needs, communication, traceability, and validation remain important.

A. Traceability is tailored, not automatically eliminated.

B. Stable requirements may support detailed early definition and formal control.

C. Near-term detail emerges while future work remains flexible.

D. Ongoing clarification, impact analysis, and validation remain necessary.

QUESTION 297 Business Analysis | Task 3 | Moderate | Matching

Match each model to the information it communicates best.

A. User Story

B. Use Case

C. Process Model

D. Wireframe

1. Interactions between an actor and a solution to achieve a goal, including alternate paths
2. A low-fidelity view of screen structure, content placement, and interaction
3. Activities, decisions, handoffs, and flow in a business process
4. A concise need from a user's perspective for collaborative refinement

Correct answer: A-4, B-1, C-3, D-2

Why: The analyst selects a model according to the aspect of the requirement stakeholders need to understand.

A. User Story matches: A concise need from a user's perspective for collaborative refinement.

B. Use Case matches: Interactions between an actor and a solution to achieve a goal, including alternate paths.

C. Process Model matches: Activities, decisions, handoffs, and flow in a business process.

D. Wireframe matches: A low-fidelity view of screen structure, content placement, and interaction.

QUESTION 298 Business Analysis | Task 6 | Moderate | Ordering

Order the evidence checks before declaring a capability ready for delivery.

A. Trace implementation and test evidence to the requirement

B. Obtain the appropriate acceptance or release decision and update status

C. Resolve unmet criteria, defects, and unapproved requirement changes

D. Confirm the approved requirement or selected backlog item and its acceptance criteria

Correct answer: D, A, C, B

Why: Readiness is supported by traceability, satisfied acceptance criteria, quality evidence, and the required decision authority.

A. This belongs in position 2 of the sequence.

B. This belongs in position 4 of the sequence.

C. This belongs in position 3 of the sequence.

D. This belongs in position 1 of the sequence.

QUESTION 299 Business Analysis | Task 1 | Moderate | Single answer

Which stakeholder is external to the performing organization?

A. The finance director sponsoring the investment

B. The enterprise architecture team defining internal standards

C. The internal process owner accountable for claims handling

D. The government regulator that approves the operating licence

Correct answer: D

Why: Internal and external classification helps the analyst tailor access, authority, communication, and engagement assumptions.

A. The sponsor is part of the performing organization.

B. This is an internal organizational group.

C. The process owner belongs to the organization.

D. The regulator is outside the performing organization.

QUESTION 300 Business Analysis | Task 4 | Difficult | Multiple response

Which two factors should most directly influence which components enter the next product release? Select two.

A. The order in which stakeholders happened to submit requests

B. A requirement that every release contain the same number of features

C. Dependencies, risk, evidence, and realistic delivery capacity

D. Expected contribution to target outcomes and customer value

Correct answer: C, D

Why: Roadmap and release decisions balance value with dependencies, risk, evidence, and capacity.

A. Submission order is not a value-based prioritization method.

B. Feature count does not establish value or feasibility.

C. Feasibility and learning affect a credible release slice.

D. Release content should advance intended outcomes.

Questions 301-350

QUESTION 301 Fundamentals | Task 1 | Easy | Single answer

During a concept review, the team must name the idea described as the series of phases a project passes through from start to completion? Which term is accurate?

A. project life cycle

B. development life cycle

C. project phase

D. progressive elaboration

Correct answer: A

Why: Project life cycle is the series of phases a project passes through from start to completion.

B. Development life cycle is the phases used to create, test, and mature a product, service, or result.

C. Project phase is a collection of logically related activities that culminates in one or more deliverables.

D. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

QUESTION 302 Fundamentals | Task 1 | Moderate | Single answer

The description “the phases used to create, test, and mature a product, service, or result?” appears in a study note. Which project management term does it represent?

A. project life cycle

B. progressive elaboration

C. development life cycle

D. project phase

Correct answer: C

Why: Development life cycle is the phases used to create, test, and mature a product, service, or result.

A. Project life cycle is the series of phases a project passes through from start to completion.

B. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

D. Project phase is a collection of logically related activities that culminates in one or more deliverables.

QUESTION 303 Fundamentals | Task 1 | Moderate | Single answer

A team member explains a collection of logically related activities that culminates in one or more deliverables? Which term precisely captures that explanation?

A. project phase

B. progressive elaboration

C. project life cycle

D. development life cycle

Correct answer: A

Why: Project phase is a collection of logically related activities that culminates in one or more deliverables.

B. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

C. Project life cycle is the series of phases a project passes through from start to completion.

D. Development life cycle is the phases used to create, test, and mature a product, service, or result.

QUESTION 304 Fundamentals | Task 1 | Difficult | Single answer

While checking terminology, a reviewer reads: “the iterative increase in detail as more information and estimates become available?” What is the correct term?

A. rolling wave planning

B. project phase

C. progressive elaboration

D. development life cycle

Correct answer: C

Why: Progressive elaboration is the iterative increase in detail as more information and estimates become available.

A. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

B. Project phase is a collection of logically related activities that culminates in one or more deliverables.

D. Development life cycle is the phases used to create, test, and mature a product, service, or result.

QUESTION 305 Fundamentals | Task 1 | Moderate | Single answer

An artifact uses the description “temporary work used to move an organization from a current state toward a desired future state?” Which term should replace the placeholder beside it?

A. business case

B. value delivery system

C. benefits management plan

D. project as a vehicle for change

Correct answer: D

Why: Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state.

A. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

B. Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

C. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 306 Fundamentals | Task 1 | Moderate | Single answer

A facilitator asks participants to classify this concept: the organizational environment in which portfolios, programs, projects, products, and operations create value? Which label is correct?

A. project as a vehicle for change

B. business case

C. benefits management plan

D. value delivery system

Correct answer: D

Why: Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

A. Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 307 Fundamentals | Task 1 | Moderate | Single answer

The project team needs a common name for taking ownership of decisions and actions and promptly correcting errors or omissions? Which term should it use?

A. ethical responsibility

B. code of ethics and professional conduct

C. servant leadership

D. social awareness

Correct answer: A

Why: Ethical responsibility is taking ownership of decisions and actions and promptly correcting errors or omissions.

B. Code of Ethics and Professional Conduct concerns applying responsibility, respect, fairness, and honesty when making professional decisions.

C. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

QUESTION 308 Fundamentals | Task 1 | Easy | Single answer

A governance team is defining the phases from authorization through transition and closure. Which concept or artifact best fits this need?

A. progressive elaboration

B. project life cycle

C. development life cycle

D. project phase

Correct answer: B

Why: Project life cycle is the series of phases a project passes through from start to completion.

A. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

C. Development life cycle is the phases used to create, test, and mature a product, service, or result.

D. Project phase is a collection of logically related activities that culminates in one or more deliverables.

QUESTION 309 Fundamentals | Task 1 | Moderate | Single answer

A product team is choosing whether solution development will be predictive, iterative, incremental, adaptive, or hybrid. Which concept or artifact best fits this need?

A. project phase

B. progressive elaboration

C. development life cycle

D. project life cycle

Correct answer: C

Why: Development life cycle is the phases used to create, test, and mature a product, service, or result.

A. Project phase is a collection of logically related activities that culminates in one or more deliverables.

B. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

D. Project life cycle is the series of phases a project passes through from start to completion.

QUESTION 310 Fundamentals | Task 1 | Moderate | Single answer

A construction initiative groups design activities and deliverables before a formal design review. Which concept or artifact best fits this need?

A. project phase

B. project life cycle

C. development life cycle

D. progressive elaboration

Correct answer: A

Why: Project phase is a collection of logically related activities that culminates in one or more deliverables.

B. Project life cycle is the series of phases a project passes through from start to completion.

C. Development life cycle is the phases used to create, test, and mature a product, service, or result.

D. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

QUESTION 311 Fundamentals | Task 1 | Moderate | Single answer

An early estimate uses broad ranges, then becomes more detailed after surveys and vendor data arrive. Which concept or artifact best fits this need?

A. project phase

B. development life cycle

C. progressive elaboration

D. project life cycle

Correct answer: C

Why: Progressive elaboration is the iterative increase in detail as more information and estimates become available.

A. Project phase is a collection of logically related activities that culminates in one or more deliverables.

B. Development life cycle is the phases used to create, test, and mature a product, service, or result.

D. Project life cycle is the series of phases a project passes through from start to completion.

QUESTION 312 Fundamentals | Task 1 | Difficult | Single answer

A company launches an initiative to replace manual approvals with a digital operating model. Which concept or artifact best fits this need?

A. value delivery system

B. business case

C. project as a vehicle for change

D. benefits management plan

Correct answer: C

Why: Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state.

A. Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 313 Fundamentals | Task 1 | Moderate | Single answer

Leaders are examining how strategy, projects, products, and operations interact to produce outcomes. Which concept or artifact best fits this need?

A. value delivery system

B. business case

C. project as a vehicle for change

D. benefits management plan

Correct answer: A

Why: Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 314 Fundamentals | Task 1 | Moderate | Single answer

An analyst discovers that an estimate sent to governance omitted a known cost exposure. Which concept or artifact best fits this need?

A. code of ethics and professional conduct

B. ethical responsibility

C. servant leadership

D. social awareness

Correct answer: B

Why: Ethical responsibility is taking ownership of decisions and actions and promptly correcting errors or omissions.

A. Code of Ethics and Professional Conduct concerns applying responsibility, respect, fairness, and honesty when making professional decisions.

C. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

QUESTION 315 Fundamentals | Task 1 | Easy | Multiple response

Which two statements about project life cycle are accurate? Select two.

A. The full span of project work is organized from beginning to end.

B. Related work is managed as a meaningful segment of the project.

C. It is the phases used to create, test, and mature a product, service, or result.

D. It is the series of phases a project passes through from start to completion.

Correct answer: A, D

Why: Project life cycle is the series of phases a project passes through from start to completion. The full span of project work is organized from beginning to end.

B. Project phase is a collection of logically related activities that culminates in one or more deliverables. Related work is managed as a meaningful segment of the project.

C. Development life cycle is the phases used to create, test, and mature a product, service, or result.

QUESTION 316 Fundamentals | Task 1 | Moderate | Single answer

Which statement about development life cycle is correct?

A. It is the series of phases a project passes through from start to completion.

B. It is the phases used to create, test, and mature a product, service, or result.

C. It is a collection of logically related activities that culminates in one or more deliverables.

D. It is the iterative increase in detail as more information and estimates become available.

Correct answer: B

Why: Development life cycle is the phases used to create, test, and mature a product, service, or result.

A. Project life cycle is the series of phases a project passes through from start to completion.

C. Project phase is a collection of logically related activities that culminates in one or more deliverables.

D. Progressive elaboration is the iterative increase in detail as more information and estimates become available.

QUESTION 317 Fundamentals | Task 1 | Moderate | Multiple response

Which two statements about project phase are accurate? Select two.

A. It is a collection of logically related activities that culminates in one or more deliverables.

B. Related work is managed as a meaningful segment of the project.

C. A phase can close only after every phase of the project is complete.

D. A phase always covers the entire project from authorization to final transition.

Correct answer: A, B

Why: Project phase is a collection of logically related activities that culminates in one or more deliverables. Related work is managed as a meaningful segment of the project.

C. A phase may close before the project as a whole ends.

D. A phase is a segment of the project life cycle.

QUESTION 318 Fundamentals | Task 1 | Moderate | Single answer

Which statement about progressive elaboration is correct?

A. It is the series of phases a project passes through from start to completion.

B. It is a collection of logically related activities that culminates in one or more deliverables.

C. It is the iterative increase in detail as more information and estimates become available.

D. It is the phases used to create, test, and mature a product, service, or result.

Correct answer: C

Why: Progressive elaboration is the iterative increase in detail as more information and estimates become available.

A. Project life cycle is the series of phases a project passes through from start to completion.

B. Project phase is a collection of logically related activities that culminates in one or more deliverables.

D. Development life cycle is the phases used to create, test, and mature a product, service, or result.

QUESTION 319 Fundamentals | Task 1 | Moderate | Multiple response

Which two statements about project as a vehicle for change are accurate? Select two.

A. It is temporary work used to move an organization from a current state toward a desired future state.

B. The temporary project remains the permanent owner of operations after delivery.

C. Formal authorization alone proves that the desired future state has been achieved.

D. A defined organizational change is enabled through temporary coordinated work.

Correct answer: A, D

Why: Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state. A defined organizational change is enabled through temporary coordinated work.

B. The change may continue through operations after the project ends.

C. Authorization begins the effort; outcomes require delivery and adoption.

QUESTION 320 Fundamentals | Task 1 | Difficult | Single answer

Which statement about value delivery system is correct?

A. It is temporary work used to move an organization from a current state toward a desired future state.

B. It is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. It is the document describing target benefits, measures, timing, assumptions, and accountable owners.

D. It is the organizational environment in which portfolios, programs, projects, products, and operations create value.

Correct answer: D

Why: Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

A. Project as a vehicle for change is temporary work used to move an organization from a current state toward a desired future state.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 321 Fundamentals | Task 1 | Moderate | Multiple response

Which two statements about ethical responsibility are accurate? Select two.

A. The error is disclosed and corrected instead of concealed.

B. It is taking ownership of decisions and actions and promptly correcting errors or omissions.

C. A material error may be concealed if disclosure would delay approval.

D. Responsibility for an omission ends once another person signs the document.

Correct answer: A, B

Why: Ethical responsibility is taking ownership of decisions and actions and promptly correcting errors or omissions. The error is disclosed and corrected instead of concealed.

C. Ethical responsibility requires prompt correction and disclosure.

D. Delegating review does not remove personal accountability.

QUESTION 322 Fundamentals | Task 1 | Easy | Single answer

A governance team is defining the phases from authorization through transition and closure. What outcome best indicates that the concept was applied appropriately?

A. Related activities produce one or more phase deliverables.

B. The product's creation and testing stages are planned.

C. Near-term plans gain detail as estimates and knowledge improve.

D. The full span of project work is organized from beginning to end.

Correct answer: D

Why: Applying project life cycle appropriately should produce this result: The full span of project work is organized from beginning to end.

A. A project phase organizes related work within the larger project life cycle.

B. A development life cycle concerns creation of the result, not the whole project.

C. Progressive elaboration increases planning detail over time.

QUESTION 323 Fundamentals | Task 2 | Moderate | Single answer

The phrase “the component describing how scope will be defined, validated, and controlled?” points to which project management concept?

A. communications management plan

B. risk management plan

C. scope management plan

D. requirements management plan

Correct answer: C

Why: Scope management plan is the component describing how scope will be defined, validated, and controlled.

A. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

B. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

D. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

QUESTION 324 Fundamentals | Task 2 | Moderate | Single answer

A practitioner records this description in the project glossary: “the component describing how requirements will be analyzed, documented, traced, prioritized, and managed?” Which term should label the entry?

A. risk management plan

B. stakeholder engagement plan

C. requirements management plan

D. communications management plan

Correct answer: C

Why: Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

A. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

B. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

D. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

QUESTION 325 Fundamentals | Task 2 | Moderate | Single answer

During a concept review, the team must name the idea described as the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation? Which term is accurate?

A. communications management plan

B. stakeholder engagement plan

C. procurement management plan

D. requirements management plan

Correct answer: A

Why: Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

B. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

C. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

D. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

QUESTION 326 Fundamentals | Task 2 | Moderate | Single answer

The description “the component describing how goods and services will be acquired and how procurement activities will be controlled?” appears in a study note. Which project management term does it represent?

A. procurement management plan

B. communications management plan

C. stakeholder engagement plan

D. resource management plan

Correct answer: A

Why: Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

B. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

C. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

D. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

QUESTION 327 Fundamentals | Task 2 | Moderate | Single answer

A team member explains the component describing how team and physical resources are estimated, acquired, developed, managed, and released? Which term precisely captures that explanation?

A. procurement management plan

B. scope management plan

C. resource management plan

D. risk management plan

Correct answer: C

Why: Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

A. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

B. Scope management plan is the component describing how scope will be defined, validated, and controlled.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 328 Fundamentals | Task 2 | Difficult | Single answer

While checking terminology, a reviewer reads: “the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured?” What is the correct term?

A. stakeholder engagement plan

B. requirements management plan

C. risk management plan

D. scope management plan

Correct answer: C

Why: Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

A. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

B. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. Scope management plan is the component describing how scope will be defined, validated, and controlled.

QUESTION 329 Fundamentals | Task 2 | Easy | Single answer

An artifact uses the description “the component defining strategies and actions for productive stakeholder involvement?” Which term should replace the placeholder beside it?

A. scope management plan

B. stakeholder engagement plan

C. procurement management plan

D. risk management plan

Correct answer: B

Why: Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

A. Scope management plan is the component describing how scope will be defined, validated, and controlled.

C. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 330 Fundamentals | Task 2 | Moderate | Ordering

Order these closure actions from acceptance through organizational completion.

A. Transition the deliverable and ownership to the receiving group

B. Archive information, capture lessons, and release project resources

C. Confirm formal acceptance and completion criteria

D. Close agreements and complete administrative records

Correct answer: C, A, D, B

Why: Closure covers acceptance, transition, contractual and administrative completion, knowledge retention, and release.

A. This belongs in position 2 of the sequence.

B. This belongs in position 4 of the sequence.

C. This belongs in position 1 of the sequence.

D. This belongs in position 3 of the sequence.

QUESTION 331 Fundamentals | Task 2 | Moderate | Single answer

A project has no shared method for requirement attributes, traceability, prioritization, or change handling. Which concept or artifact best fits this need?

A. risk management plan

B. requirements management plan

C. procurement management plan

D. communications management plan

Correct answer: B

Why: Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

A. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

C. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

D. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

QUESTION 332 Fundamentals | Task 2 | Moderate | Single answer

Regional stakeholders receive inconsistent reports through channels they cannot access. Which concept or artifact best fits this need?

A. requirements management plan

B. resource management plan

C. communications management plan

D. risk management plan

Correct answer: C

Why: Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

A. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 333 Fundamentals | Task 2 | Moderate | Single answer

A project must decide contract strategy, seller coordination, procurement timing, and closure procedures. Which concept or artifact best fits this need?

A. procurement management plan

B. communications management plan

C. scope management plan

D. stakeholder engagement plan

Correct answer: A

Why: Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

B. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

C. Scope management plan is the component describing how scope will be defined, validated, and controlled.

D. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

QUESTION 334 Fundamentals | Task 2 | Moderate | Single answer

A project needs staffing roles, training, recognition, equipment control, and release arrangements. Which concept or artifact best fits this need?

A. resource management plan

B. procurement management plan

C. scope management plan

D. risk management plan

Correct answer: A

Why: Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

B. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

C. Scope management plan is the component describing how scope will be defined, validated, and controlled.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 335 Fundamentals | Task 2 | Moderate | Single answer

Teams use conflicting probability scales and do not know when exposure must be escalated. Which concept or artifact best fits this need?

A. risk management plan

B. procurement management plan

C. requirements management plan

D. stakeholder engagement plan

Correct answer: A

Why: Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

B. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

C. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

QUESTION 336 Fundamentals | Task 2 | Difficult | Single answer

A resistant operations director has high influence and needs targeted involvement before deployment. Which concept or artifact best fits this need?

A. procurement management plan

B. requirements management plan

C. stakeholder engagement plan

D. risk management plan

Correct answer: C

Why: Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

A. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

B. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 337 Fundamentals | Task 2 | Moderate | Multiple response

Which two statements about scope management plan are accurate? Select two.

A. It is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. The right information reaches the right stakeholders in an agreed form and cadence.

C. It is the component describing how scope will be defined, validated, and controlled.

D. Scope decisions follow consistent definition, validation, and control rules.

Correct answer: C, D

Why: Scope management plan is the component describing how scope will be defined, validated, and controlled. Scope decisions follow consistent definition, validation, and control rules.

A. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation. The right information reaches the right stakeholders in an agreed form and cadence.

QUESTION 338 Fundamentals | Task 2 | Moderate | Single answer

Which statement about requirements management plan is correct?

A. It is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. It is the component describing how scope will be defined, validated, and controlled.

C. It is the component defining strategies and actions for productive stakeholder involvement.

D. It is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

Correct answer: A

Why: Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. That statement defines scope management plan, not requirements management plan.

C. That statement defines stakeholder engagement plan, not requirements management plan.

D. That statement defines communications management plan, not requirements management plan.

QUESTION 339 Fundamentals | Task 2 | Moderate | Multiple response

Which two statements about communications management plan are accurate? Select two.

A. The right information reaches the right stakeholders in an agreed form and cadence.

B. It is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

C. People and physical resources are available and managed when needed.

D. It is the component describing how goods and services will be acquired and how procurement activities will be controlled.

Correct answer: A, B

Why: Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation. The right information reaches the right stakeholders in an agreed form and cadence.

C. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released. People and physical resources are available and managed when needed.

D. Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

QUESTION 340 Fundamentals | Task 2 | Moderate | Single answer

Which statement about procurement management plan is correct?

A. It is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

B. It is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

C. It is the component describing how goods and services will be acquired and how procurement activities will be controlled.

D. It is the component defining strategies and actions for productive stakeholder involvement.

Correct answer: C

Why: Procurement management plan is the component describing how goods and services will be acquired and how procurement activities will be controlled.

A. That statement defines risk management plan, not procurement management plan.

B. That statement defines requirements management plan, not procurement management plan.

D. That statement defines stakeholder engagement plan, not procurement management plan.

QUESTION 341 Fundamentals | Task 2 | Moderate | Multiple response

Which two statements about resource management plan are accurate? Select two.

A. People and physical resources are available and managed when needed.

B. It is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

C. Engagement is deliberately tailored to stakeholder needs and influence.

D. It is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

Correct answer: A, B

Why: Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released. People and physical resources are available and managed when needed.

C. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement. Engagement is deliberately tailored to stakeholder needs and influence.

D. Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

QUESTION 342 Fundamentals | Task 2 | Moderate | Single answer

Which statement about risk management plan is correct?

A. It is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

B. It is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

C. It is the component describing how scope will be defined, validated, and controlled.

D. It is the component describing how goods and services will be acquired and how procurement activities will be controlled.

Correct answer: B

Why: Risk management plan is the component defining how risk activities, categories, thresholds, roles, funding, and reporting will be structured.

A. That statement defines requirements management plan, not risk management plan.

C. That statement defines scope management plan, not risk management plan.

D. That statement defines procurement management plan, not risk management plan.

QUESTION 343 Fundamentals | Task 2 | Easy | Multiple response

Which two statements about stakeholder engagement plan are accurate? Select two.

A. It is the component describing how scope will be defined, validated, and controlled.

B. Requirements are governed consistently across their life cycle.

C. It is the component defining strategies and actions for productive stakeholder involvement.

D. Engagement is deliberately tailored to stakeholder needs and influence.

Correct answer: C, D

Why: Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement. Engagement is deliberately tailored to stakeholder needs and influence.

A. Scope management plan is the component describing how scope will be defined, validated, and controlled. Scope decisions follow consistent definition, validation, and control rules.

B. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

QUESTION 344 Fundamentals | Task 1 | Moderate | Single answer

Which statement correctly distinguishes PMBOK 7 principles from performance domains?

A. Principles replace ethics; performance domains replace organizational governance.

B. Principles are project phases; performance domains are approval gates.

C. Principles apply only to adaptive work; domains apply only to predictive work.

D. Principles guide behavior and choices; performance domains group interacting activities that support outcomes.

Correct answer: D

Why: Principles guide conduct and decisions, while performance domains describe interacting areas of attention that support effective delivery.

A. They complement ethics and governance rather than replacing them.

B. Neither is a phase or gate structure.

C. Both apply across tailored delivery approaches.

D. This is the intended distinction.

QUESTION 345 Fundamentals | Task 3 | Moderate | Single answer

A new team member asks what to call a grid that maps work packages or activities to accountable and responsible roles? Which response is correct?

A. functional manager

B. project management office

C. organizational chart

D. responsibility assignment matrix

Correct answer: D

Why: Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

A. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

B. Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

C. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 346 Fundamentals | Task 3 | Moderate | Single answer

During document review, a definition reads “an organizational structure that standardizes governance and may support, control, or direct projects?” Which term is being defined?

A. functional manager

B. project expeditor

C. project management office

D. organizational chart

Correct answer: C

Why: Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

A. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

B. Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 347 Fundamentals | Task 3 | Moderate | Single answer

The phrase “the manager responsible for a specialized organizational unit and its people or technical capability?” points to which project management concept?

A. responsibility assignment matrix

B. organizational chart

C. functional manager

D. project management office

Correct answer: C

Why: Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

A. Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

B. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

D. Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

QUESTION 348 Fundamentals | Task 3 | Moderate | Single answer

A practitioner records this description in the project glossary: “leading by enabling people, removing obstacles, developing capability, and supporting team ownership?” Which term should label the entry?

A. servant leadership

B. active listening

C. social awareness

D. self-awareness

Correct answer: A

Why: Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

B. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

C. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

D. Self-awareness is the ability to recognize one’s own emotions, triggers, strengths, and limitations.

QUESTION 349 Fundamentals | Task 3 | Moderate | Single answer

During a concept review, the team must name the idea described as attentive listening that uses questions, paraphrasing, and confirmation to understand meaning? Which term is accurate?

A. servant leadership

B. social awareness

C. active listening

D. self-awareness

Correct answer: C

Why: Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

A. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

B. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

D. Self-awareness is the ability to recognize one’s own emotions, triggers, strengths, and limitations.

QUESTION 350 Fundamentals | Task 3 | Easy | Single answer

The description “the ability to recognize one’s own emotions, triggers, strengths, and limitations?” appears in a study note. Which project management term does it represent?

A. active listening

B. self-awareness

C. servant leadership

D. social awareness

Correct answer: B

Why: Self-awareness is the ability to recognize one’s own emotions, triggers, strengths, and limitations.

A. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

C. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

Questions 351-400

QUESTION 351 Fundamentals | Task 3 | Moderate | Single answer

A team member explains the ability to perceive the emotions, needs, and dynamics of other people or groups? Which term precisely captures that explanation?

A. self-awareness

B. active listening

C. servant leadership

D. social awareness

Correct answer: D

Why: Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

A. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

B. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

C. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

QUESTION 352 Fundamentals | Task 3 | Difficult | Single answer

Several departments assume another group owns testing and approval. Which concept or artifact best fits this need?

A. responsibility assignment matrix

B. functional manager

C. project management office

D. organizational chart

Correct answer: A

Why: Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

B. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

C. Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 353 Fundamentals | Task 3 | Moderate | Single answer

Executives want common methods, templates, reporting, and portfolio-level oversight across projects. Which concept or artifact best fits this need?

A. project expeditor

B. organizational chart

C. project management office

D. responsibility assignment matrix

Correct answer: C

Why: Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

A. Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

B. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

D. Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

QUESTION 354 Fundamentals | Task 3 | Moderate | Single answer

A matrix project needs a controls engineer whose assignment and performance review remain within engineering. Which concept or artifact best fits this need?

A. project management office

B. responsibility assignment matrix

C. functional manager

D. organizational chart

Correct answer: C

Why: Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

A. Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

B. Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 355 Fundamentals | Task 3 | Moderate | Single answer

A leader asks what the team needs, protects focus, and removes an organizational blocker. Which concept or artifact best fits this need?

A. servant leadership

B. active listening

C. social awareness

D. self-awareness

Correct answer: A

Why: Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

B. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

C. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

D. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

QUESTION 356 Fundamentals | Task 3 | Moderate | Single answer

A stakeholder gives an emotional objection whose underlying concern is unclear. Which concept or artifact best fits this need?

A. self-awareness

B. servant leadership

C. active listening

D. social awareness

Correct answer: C

Why: Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

A. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

B. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

QUESTION 357 Fundamentals | Task 3 | Easy | Single answer

A project manager notices defensiveness arising during a critical review. Which concept or artifact best fits this need?

A. servant leadership

B. social awareness

C. self-awareness

D. active listening

Correct answer: C

Why: Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

A. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

B. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

D. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

QUESTION 358 Fundamentals | Task 3 | Moderate | Single answer

A quiet stakeholder appears uncomfortable although the meeting has reached apparent agreement. Which concept or artifact best fits this need?

A. self-awareness

B. servant leadership

C. active listening

D. social awareness

Correct answer: D

Why: Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

A. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

B. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

C. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

QUESTION 359 Fundamentals | Task 3 | Moderate | Multiple response

Which two statements about responsibility assignment matrix are accurate? Select two.

A. Specialist allocation is negotiated with the manager who owns the capability.

B. It is an organizational structure that standardizes governance and may support, control, or direct projects.

C. It is a grid that maps work packages or activities to accountable and responsible roles.

D. Work ownership becomes visible and role gaps are resolved.

Correct answer: C, D

Why: Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles. Work ownership becomes visible and role gaps are resolved.

A. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability. Specialist allocation is negotiated with the manager who owns the capability.

B. Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

QUESTION 360 Fundamentals | Task 3 | Difficult | Single answer

Which statement about project management office is correct?

A. It is the manager responsible for a specialized organizational unit and its people or technical capability.

B. It is supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

C. It is an organizational structure that standardizes governance and may support, control, or direct projects.

D. It is showing formal reporting relationships, roles, and structural connections within an organization or project.

Correct answer: C

Why: Project management office is an organizational structure that standardizes governance and may support, control, or direct projects.

A. Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability.

B. Project Expeditor concerns supporting communication and coordination in a weak matrix without authority to make or enforce major decisions.

D. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

QUESTION 361 Fundamentals | Task 3 | Moderate | Multiple response

Which two statements about functional manager are accurate? Select two.

A. The functional manager automatically owns every cross-project scope decision.

B. Specialist allocation is negotiated with the manager who owns the capability.

C. It is the manager responsible for a specialized organizational unit and its people or technical capability.

D. The functional manager has no responsibility for specialist skills or staffing.

Correct answer: B, C

Why: Functional manager is the manager responsible for a specialized organizational unit and its people or technical capability. Specialist allocation is negotiated with the manager who owns the capability.

A. Functional authority over people does not replace project governance.

D. Capability and people management are central to the role.

QUESTION 362 Fundamentals | Task 3 | Moderate | Single answer

Which statement about servant leadership is correct?

A. It is the ability to perceive the emotions, needs, and dynamics of other people or groups.

B. It is the ability to recognize one’s own emotions, triggers, strengths, and limitations.

C. It is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

D. It is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

Correct answer: D

Why: Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

A. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

B. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

C. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

QUESTION 363 Fundamentals | Task 3 | Moderate | Multiple response

Which two statements about active listening are accurate? Select two.

A. It is the ability to recognize one's own emotions, triggers, strengths, and limitations.

B. It is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

C. The concern is understood before a response or decision is made.

D. Unspoken concerns and group dynamics are noticed and explored.

Correct answer: B, C

Why: Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning. The concern is understood before a response or decision is made.

A. Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups. Unspoken concerns and group dynamics are noticed and explored.

QUESTION 364 Fundamentals | Task 3 | Easy | Single answer

Which statement about self-awareness is correct?

A. It is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

B. It is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

C. It is the ability to recognize one's own emotions, triggers, strengths, and limitations.

D. It is the ability to perceive the emotions, needs, and dynamics of other people or groups.

Correct answer: C

Why: Self-awareness is the ability to recognize one's own emotions, triggers, strengths, and limitations.

A. Active listening is attentive listening that uses questions, paraphrasing, and confirmation to understand meaning.

B. Servant leadership is leading by enabling people, removing obstacles, developing capability, and supporting team ownership.

D. Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups.

QUESTION 365 Fundamentals | Task 3 | Moderate | Multiple response

Which two statements about social awareness are accurate? Select two.

A. It is the ability to perceive the emotions, needs, and dynamics of other people or groups.

B. Social awareness concerns only one's own emotional triggers.

C. Social awareness means accepting every group preference without inquiry.

D. Unspoken concerns and group dynamics are noticed and explored.

Correct answer: A, D

Why: Social awareness is the ability to perceive the emotions, needs, and dynamics of other people or groups. Unspoken concerns and group dynamics are noticed and explored.

B. That describes self-awareness, not awareness of others and group dynamics.

C. It involves perceiving and exploring needs, not agreeing automatically.

QUESTION 366 Fundamentals | Task 3 | Moderate | Single answer

Several departments assume another group owns testing and approval. What outcome best indicates that the concept was applied appropriately?

A. Formal reporting relationships are visible, but task ownership remains unclear.

B. Work ownership becomes visible and role gaps are resolved.

C. Governance support is available, but testing responsibility is still unassigned.

D. One discipline has a manager, but cross-department approval ownership is unresolved.

Correct answer: B

Why: Applying responsibility assignment matrix appropriately should produce this result: Work ownership becomes visible and role gaps are resolved.

A. An organizational chart shows structure, not work package accountability.

C. A PMO can support governance without resolving a specific role gap.

D. Functional management alone does not map responsibilities across the project.

QUESTION 367 Fundamentals | Task 4 | Moderate | Single answer

The project team needs a common name for the documented economic feasibility, expected value, and justification for undertaking an initiative? Which term should it use?

A. project charter

B. benefits management plan

C. value delivery system

D. business case

Correct answer: D

Why: Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

A. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

C. Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

QUESTION 368 Fundamentals | Task 4 | Difficult | Single answer

In a knowledge check, which term corresponds to this description: the document that formally authorizes a project and gives the project manager authority to use organizational resources?

A. business case

B. project funding requirements

C. project charter

D. benefits management plan

Correct answer: C

Why: Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

A. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

B. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 369 Fundamentals | Task 4 | Moderate | Single answer

A new team member asks what to call the document describing target benefits, measures, timing, assumptions, and accountable owners? Which response is correct?

A. project charter

B. business case

C. benefits management plan

D. project funding requirements

Correct answer: C

Why: Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

A. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

D. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

QUESTION 370 Fundamentals | Task 4 | Moderate | Single answer

During document review, a definition reads “the degree of uncertainty an organization is willing to accept in pursuit of objectives?” Which term is being defined?

A. risk threshold

B. risk category

C. tolerance

D. risk appetite

Correct answer: D

Why: Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

A. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

B. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

C. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

QUESTION 371 Fundamentals | Task 4 | Easy | Single answer

The phrase “the measurable level of exposure at which a stakeholder or organization will act or escalate?” points to which project management concept?

A. risk category

B. risk appetite

C. risk threshold

D. tolerance

Correct answer: C

Why: Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

A. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

B. Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

D. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

QUESTION 372 Fundamentals | Task 4 | Moderate | Single answer

A practitioner records this description in the project glossary: “the procedures, forms, authority, and tracking used to evaluate and decide changes?” Which term should label the entry?

A. change control system

B. perform integrated change control

C. approved change requests

D. configuration management

Correct answer: A

Why: Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

B. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

C. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

D. Configuration management is the identification and control of product and document characteristics and versions.

QUESTION 373 Fundamentals | Task 4 | Moderate | Single answer

During a concept review, the team must name the idea described as the identification and control of product and document characteristics and versions? Which term is accurate?

A. perform integrated change control

B. approved change requests

C. configuration management

D. change control system

Correct answer: C

Why: Configuration management is the identification and control of product and document characteristics and versions.

A. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

B. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

D. Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

QUESTION 374 Fundamentals | Task 4 | Moderate | Single answer

Governance must decide whether a proposed automation investment is worth authorizing. Which concept or artifact best fits this need?

A. value delivery system

B. business case

C. project charter

D. benefits management plan

Correct answer: B

Why: Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

A. Value delivery system is the organizational environment in which portfolios, programs, projects, products, and operations create value.

C. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 375 Fundamentals | Task 4 | Moderate | Single answer

A sponsor has approved funding but the team lacks formal authorization and defined high-level objectives. Which concept or artifact best fits this need?

A. business case

B. project funding requirements

C. benefits management plan

D. project charter

Correct answer: D

Why: Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

A. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

B. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

C. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 376 Fundamentals | Task 4 | Difficult | Single answer

A new service will launch soon, but adoption and revenue benefits occur after project closure. Which concept or artifact best fits this need?

A. project charter

B. business case

C. project funding requirements

D. benefits management plan

Correct answer: D

Why: Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

A. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

QUESTION 377 Fundamentals | Task 4 | Moderate | Single answer

Executives are defining how much innovation and market exposure they are generally willing to tolerate. Which concept or artifact best fits this need?

A. risk appetite

B. risk threshold

C. risk category

D. tolerance

Correct answer: A

Why: Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

B. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

C. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

D. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

QUESTION 378 Fundamentals | Task 4 | Easy | Single answer

A sponsor requires escalation whenever expected schedule exposure exceeds ten days. Which concept or artifact best fits this need?

A. risk appetite

B. risk category

C. risk threshold

D. tolerance

Correct answer: C

Why: Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

A. Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

B. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

D. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

QUESTION 379 Fundamentals | Task 4 | Moderate | Single answer

Teams are implementing stakeholder requests without consistent impact assessment or approval. Which concept or artifact best fits this need?

A. perform integrated change control

B. approved change requests

C. configuration management

D. change control system

Correct answer: D

Why: Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

A. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

B. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

C. Configuration management is the identification and control of product and document characteristics and versions.

QUESTION 380 Fundamentals | Task 4 | Moderate | Single answer

Two teams are testing different versions of the same approved interface specification. Which concept or artifact best fits this need?

A. change control system

B. perform integrated change control

C. approved change requests

D. configuration management

Correct answer: D

Why: Configuration management is the identification and control of product and document characteristics and versions.

A. Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

B. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

C. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

QUESTION 381 Fundamentals | Task 4 | Moderate | Multiple response

Which two statements about business case are accurate? Select two.

A. It is the documented economic feasibility, expected value, and justification for undertaking an initiative.

B. The investment decision is based on need, options, cost, risk, and expected benefits.

C. It is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

D. Benefits remain measurable and owned beyond delivery.

Correct answer: A, B

Why: Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative. The investment decision is based on need, options, cost, risk, and expected benefits.

C. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners. Benefits remain measurable and owned beyond delivery.

QUESTION 382 Fundamentals | Task 4 | Moderate | Single answer

Which statement about project charter is correct?

A. It is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. It states when and how much approved funding the project will need.

C. It is the documented economic feasibility, expected value, and justification for undertaking an initiative.

D. It is the document describing target benefits, measures, timing, assumptions, and accountable owners.

Correct answer: A

Why: Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

B. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

C. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 383 Fundamentals | Task 4 | Moderate | Multiple response

Which two statements about benefits management plan are accurate? Select two.

A. It is the document describing target benefits, measures, timing, assumptions, and accountable owners.

B. A benefits plan measures only output completion and ends at project closure.

C. A benefits plan lists expected savings without measures, timing or owners.

D. Benefits remain measurable and owned beyond delivery.

Correct answer: A, D

Why: Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners. Benefits remain measurable and owned beyond delivery.

B. Many benefits are realized and measured after delivery.

C. Benefit realization needs defined measures and accountability.

QUESTION 384 Fundamentals | Task 4 | Difficult | Single answer

Which statement about risk appetite is correct?

A. It is the measurable level of exposure at which a stakeholder or organization will act or escalate.

B. It is setting the permitted variation around an objective before escalation or corrective action is required.

C. It is naming a class of potential risk sources such as technical, external, organizational, or management.

D. It is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

Correct answer: D

Why: Risk appetite is the degree of uncertainty an organization is willing to accept in pursuit of objectives.

A. Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate.

B. Tolerance concerns setting the permitted variation around an objective before escalation or corrective action is required.

C. Risk Category concerns naming a class of potential risk sources such as technical, external, organizational, or management.

QUESTION 385 Fundamentals | Task 4 | Easy | Multiple response

Which two statements about risk threshold are accurate? Select two.

A. It is the measurable level of exposure at which a stakeholder or organization will act or escalate.

B. Risk escalation occurs consistently at a defined measurable point.

C. A risk threshold is only a broad willingness to accept uncertainty.

D. A risk threshold is the amount of money assigned to contingency reserve.

Correct answer: A, B

Why: Risk threshold is the measurable level of exposure at which a stakeholder or organization will act or escalate. Risk escalation occurs consistently at a defined measurable point.

C. A threshold is a measurable point for action; broad willingness is risk appetite.

D. A threshold sets an escalation or action point, not a reserve amount.

QUESTION 386 Fundamentals | Task 4 | Moderate | Single answer

Which statement about change control system is correct?

A. It is the identification and control of product and document characteristics and versions.

B. It is the procedures, forms, authority, and tracking used to evaluate and decide changes.

C. It is reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

D. It is changes that have passed the authorized review and are ready to be implemented.

Correct answer: B

Why: Change control system is the procedures, forms, authority, and tracking used to evaluate and decide changes.

A. Configuration management is the identification and control of product and document characteristics and versions.

C. Perform Integrated Change Control concerns reviewing change requests, assessing combined impacts, making authorized decisions, and managing approved changes.

D. Approved Change Requests concerns changes that have passed the authorized review and are ready to be implemented.

QUESTION 387 Fundamentals | Task 4 | Moderate | Multiple response

Which two statements about configuration management are accurate? Select two.

A. It is the identification and control of product and document characteristics and versions.

B. Configuration management permits approved versions to be replaced without a record.

C. Configuration management tracks only schedule dates and ignores product characteristics.

D. Authorized versions and product characteristics remain identifiable and controlled.

Correct answer: A, D

Why: Configuration management is the identification and control of product and document characteristics and versions. Authorized versions and product characteristics remain identifiable and controlled.

B. Version identification and control are its core purpose.

C. It controls defined product and document characteristics.

QUESTION 388 Fundamentals | Task 5 | Moderate | Single answer

While checking terminology, a reviewer reads: “a technique that organizes numerous ideas into naturally related groups?” What is the correct term?

A. affinity diagram

B. pareto chart

C. cause-and-effect diagram

D. nominal group technique

Correct answer: A

Why: Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

B. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

QUESTION 389 Fundamentals | Task 5 | Moderate | Single answer

An artifact uses the description “a visual technique that groups potential causes of a problem into categories?” Which term should replace the placeholder beside it?

A. cause-and-effect diagram

B. nominal group technique

C. decision tree

D. mind mapping

Correct answer: A

Why: Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

B. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

C. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

D. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

QUESTION 390 Fundamentals | Task 5 | Moderate | Single answer

A facilitator asks participants to classify this concept: a frequency-ordered chart used to identify the few categories causing most effects? Which label is correct?

A. Nominal Group Technique

B. Pareto chart

C. Cause-And-Effect Diagram

D. Decision Tree

Correct answer: B

Why: Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

A. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

QUESTION 391 Fundamentals | Task 5 | Moderate | Single answer

The project team needs a common name for a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences? Which term should it use?

A. mind mapping

B. decision tree

C. force field analysis

D. pareto chart

Correct answer: B

Why: Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

A. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

C. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

D. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

QUESTION 392 Fundamentals | Task 5 | Difficult | Single answer

In a knowledge check, which term corresponds to this description: a structured method that generates ideas individually and then ranks them through controlled group participation?

A. cause-and-effect diagram

B. force field analysis

C. nominal group technique

D. pareto chart

Correct answer: C

Why: Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

A. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

B. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

D. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

QUESTION 393 Fundamentals | Task 5 | Moderate | Single answer

A new team member asks what to call a radial visual technique for organizing ideas and showing associations around a central concept? Which response is correct?

A. nominal group technique

B. affinity diagram

C. pareto chart

D. mind mapping

Correct answer: D

Why: Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

A. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

B. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

C. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

QUESTION 394 Fundamentals | Task 5 | Moderate | Single answer

During document review, a definition reads “a technique that compares forces supporting and resisting a proposed change?” Which term is being defined?

A. decision tree

B. affinity diagram

C. force field analysis

D. pareto chart

Correct answer: C

Why: Force field analysis is a technique that compares forces supporting and resisting a proposed change.

A. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

B. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

D. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

QUESTION 395 Fundamentals | Task 5 | Moderate | Single answer

A workshop has produced eighty sticky-note observations that need meaningful themes. Which concept or artifact best fits this need?

A. decision tree

B. affinity diagram

C. cause-and-effect diagram

D. nominal group technique

Correct answer: B

Why: Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

A. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

QUESTION 396 Fundamentals | Task 5 | Moderate | Single answer

A quality team wants to explore people, process, equipment, material, and environment causes of leakage. Which concept or artifact best fits this need?

A. decision tree

B. cause-and-effect diagram

C. pareto chart

D. affinity diagram

Correct answer: B

Why: Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

A. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

C. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

D. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

QUESTION 397 Fundamentals | Task 5 | Moderate | Single answer

Defect data include many categories and the team must decide where corrective effort will have greatest impact. Which concept or artifact best fits this need?

A. Pareto chart

B. Cause-And-Effect Diagram

C. Force Field Analysis

D. Nominal Group Technique

Correct answer: A

Why: Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

B. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

C. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

D. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

QUESTION 398 Fundamentals | Task 5 | Moderate | Single answer

A team is comparing build, buy, and defer options with different success probabilities and financial outcomes. Which concept or artifact best fits this need?

A. decision tree

B. affinity diagram

C. cause-and-effect diagram

D. force field analysis

Correct answer: A

Why: Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

B. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

QUESTION 399 Fundamentals | Task 5 | Easy | Single answer

A workshop needs ideas and prioritization without allowing dominant personalities to control the result. Which concept or artifact best fits this need?

A. cause-and-effect diagram

B. mind mapping

C. pareto chart

D. nominal group technique

Correct answer: D

Why: Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

A. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

B. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

C. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

QUESTION 400 Fundamentals | Task 5 | Difficult | Single answer

A team wants to expand and connect ideas around customer onboarding. Which concept or artifact best fits this need?

A. affinity diagram

B. cause-and-effect diagram

C. force field analysis

D. mind mapping

Correct answer: D

Why: Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

A. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

B. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

C. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

Questions 401-450

QUESTION 401 Fundamentals | Task 5 | Moderate | Single answer

A transformation team is examining what will drive or obstruct adoption of a new process. Which concept or artifact best fits this need?

A. decision tree

B. cause-and-effect diagram

C. force field analysis

D. affinity diagram

Correct answer: C

Why: Force field analysis is a technique that compares forces supporting and resisting a proposed change.

A. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

B. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

QUESTION 402 Fundamentals | Task 5 | Moderate | Multiple response

Which two statements about affinity diagram are accurate? Select two.

A. It is a technique that organizes numerous ideas into naturally related groups.

B. Improvement focuses on the vital few sources of most defects.

C. Large amounts of qualitative information become structured into related categories.

D. It is a visual technique that groups potential causes of a problem into categories.

Correct answer: A, C

Why: Affinity diagram is a technique that organizes numerous ideas into naturally related groups. Large amounts of qualitative information become structured into related categories.

B. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects. Improvement focuses on the vital few sources of most defects.

D. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

QUESTION 403 Fundamentals | Task 5 | Moderate | Single answer

Which statement about cause-and-effect diagram is correct?

A. It is a visual technique that groups potential causes of a problem into categories.

B. It is a technique that organizes numerous ideas into naturally related groups.

C. It is a radial visual technique for organizing ideas and showing associations around a central concept.

D. It is a structured method that generates ideas individually and then ranks them through controlled group participation.

Correct answer: A

Why: Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

B. That statement defines affinity diagram, not cause-and-effect diagram.

C. That statement defines mind mapping, not cause-and-effect diagram.

D. That statement defines nominal group technique, not cause-and-effect diagram.

QUESTION 404 Fundamentals | Task 5 | Moderate | Multiple response

Which two statements about Pareto chart are accurate? Select two.

A. It is a frequency-ordered chart used to identify the few categories causing most effects.

B. It is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

C. Improvement focuses on the vital few sources of most defects.

D. Independent input is collected before transparent group ranking.

Correct answer: A, C

Why: Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects. Improvement focuses on the vital few sources of most defects.

B. A decision tree evaluates choices through branches that represent uncertain outcomes and consequences.

D. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation. Independent input is collected before transparent group ranking.

QUESTION 405 Fundamentals | Task 5 | Moderate | Single answer

Which statement about decision tree is correct?

A. It is a visual technique that groups potential causes of a problem into categories.

B. It is a frequency-ordered chart used to identify the few categories causing most effects.

C. It is a technique that compares forces supporting and resisting a proposed change.

D. It is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

Correct answer: D

Why: Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

A. That statement defines cause-and-effect diagram, not decision tree.

B. That statement defines Pareto chart, not decision tree.

C. That statement defines force field analysis, not decision tree.

QUESTION 406 Fundamentals | Task 5 | Easy | Multiple response

Which two statements about nominal group technique are accurate? Select two.

A. It is a radial visual technique for organizing ideas and showing associations around a central concept.

B. Change planning addresses both enabling and resisting forces.

C. It is a structured method that generates ideas individually and then ranks them through controlled group participation.

D. Independent input is collected before transparent group ranking.

Correct answer: C, D

Why: Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation. Independent input is collected before transparent group ranking.

A. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

B. Force field analysis is a technique that compares forces supporting and resisting a proposed change. Change planning addresses both enabling and resisting forces.

QUESTION 407 Fundamentals | Task 5 | Moderate | Single answer

Which statement about mind mapping is correct?

A. It is a technique that compares forces supporting and resisting a proposed change.

B. It is a frequency-ordered chart used to identify the few categories causing most effects.

C. It is a radial visual technique for organizing ideas and showing associations around a central concept.

D. It is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

Correct answer: C

Why: Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

A. That statement defines force field analysis, not mind mapping.

B. That statement defines Pareto chart, not mind mapping.

D. That statement defines decision tree, not mind mapping.

QUESTION 408 Fundamentals | Task 5 | Difficult | Multiple response

Which two statements about force field analysis are accurate? Select two.

A. Possible causes are organized for systematic investigation.

B. It is a technique that compares forces supporting and resisting a proposed change.

C. Change planning addresses both enabling and resisting forces.

D. It is a technique that organizes numerous ideas into naturally related groups.

Correct answer: B, C

Why: Force field analysis is a technique that compares forces supporting and resisting a proposed change. Change planning addresses both enabling and resisting forces.

A. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Affinity diagram is a technique that organizes numerous ideas into naturally related groups. Large amounts of qualitative information become structured into related categories.

QUESTION 409 Predictive | Task 1 | Moderate | Single answer

During a concept review, the team must name the idea described as processes performed to define a new project or phase and obtain authorization to begin? Which term is accurate?

A. Planning Process Group

B. Initiating process group

C. Rolling Wave Planning

D. Executing Process Group

Correct answer: B

Why: Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

A. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

C. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

D. Executing process group is processes performed to complete the work defined in the project management plan.

QUESTION 410 Predictive | Task 1 | Moderate | Single answer

The description “processes used to establish scope, objectives, and the course of action required to attain them?” appears in a study note. Which project management term does it represent?

A. Planning process group

B. Closing Process Group

C. Initiating Process Group

D. Monitoring And Controlling Process Group

Correct answer: A

Why: Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

B. Closing process group is processes performed to formally complete or close a project, phase, or contract.

C. Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

D. Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

QUESTION 411 Predictive | Task 1 | Moderate | Single answer

A team member explains processes performed to complete the work defined in the project management plan? Which term precisely captures that explanation?

A. Initiating Process Group

B. Planning Process Group

C. Rolling Wave Planning

D. Executing process group

Correct answer: D

Why: Executing process group is processes performed to complete the work defined in the project management plan.

A. Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

B. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

C. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

QUESTION 412 Predictive | Task 1 | Moderate | Single answer

While checking terminology, a reviewer reads: “processes used to track, review, regulate progress, and identify required changes?” What is the correct term?

A. Rolling Wave Planning

B. Executing Process Group

C. Monitoring and Controlling process group

D. Planning Process Group

Correct answer: C

Why: Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

A. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

B. Executing process group is processes performed to complete the work defined in the project management plan.

D. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

QUESTION 413 Predictive | Task 1 | Easy | Single answer

An artifact uses the description “processes performed to formally complete or close a project, phase, or contract?” Which term should replace the placeholder beside it?

A. Executing Process Group

B. Monitoring And Controlling Process Group

C. Rolling Wave Planning

D. Closing process group

Correct answer: D

Why: Closing process group is processes performed to formally complete or close a project, phase, or contract.

A. Executing process group is processes performed to complete the work defined in the project management plan.

B. Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

C. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

QUESTION 414 Predictive | Task 1 | Moderate | Single answer

A facilitator asks participants to classify this concept: progressive detailed planning of near-term work while future work remains at a higher level? Which label is correct?

A. rolling wave planning

B. planning process group

C. executing process group

D. closing process group

Correct answer: A

Why: Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

B. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

C. Executing process group is processes performed to complete the work defined in the project management plan.

D. Closing process group is processes performed to formally complete or close a project, phase, or contract.

QUESTION 415 Predictive | Task 1 | Moderate | Single answer

A sponsor is identifying high-level purpose, stakeholders, and authority for a new phase. Which concept or artifact best fits this need?

A. Monitoring And Controlling Process Group

B. Planning Process Group

C. Closing Process Group

D. Initiating process group

Correct answer: D

Why: Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

A. Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

B. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

C. Closing process group is processes performed to formally complete or close a project, phase, or contract.

QUESTION 416 Predictive | Task 1 | Difficult | Single answer

A team is integrating subsidiary plans, estimates, baselines, and response strategies. Which concept or artifact best fits this need?

A. Closing Process Group

B. Rolling Wave Planning

C. Planning process group

D. Initiating Process Group

Correct answer: C

Why: Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

A. Closing process group is processes performed to formally complete or close a project, phase, or contract.

B. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

D. Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

QUESTION 417 Predictive | Task 1 | Moderate | Single answer

The team is coordinating people, suppliers, quality assurance, communication, and deliverable creation. Which concept or artifact best fits this need?

A. Initiating Process Group

B. Monitoring And Controlling Process Group

C. Executing process group

D. Closing Process Group

Correct answer: C

Why: Executing process group is processes performed to complete the work defined in the project management plan.

A. Initiating process group is processes performed to define a new project or phase and obtain authorization to begin.

B. Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

D. Closing process group is processes performed to formally complete or close a project, phase, or contract.

QUESTION 418 Predictive | Task 1 | Moderate | Single answer

Actual performance is being compared with baselines and forecasts are being updated. Which concept or artifact best fits this need?

A. Executing Process Group

B. Rolling Wave Planning

C. Monitoring and Controlling process group

D. Closing Process Group

Correct answer: C

Why: Monitoring and Controlling process group is processes used to track, review, regulate progress, and identify required changes.

A. Executing process group is processes performed to complete the work defined in the project management plan.

B. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

D. Closing process group is processes performed to formally complete or close a project, phase, or contract.

QUESTION 419 Predictive | Task 1 | Moderate | Single answer

Deliverables are accepted and the team is archiving records, releasing resources, and closing agreements. Which concept or artifact best fits this need?

A. Closing process group

B. Monitoring And Controlling Process Group

C. Executing Process Group

D. Planning Process Group

Correct answer: A

Why: Closing process group is processes performed to formally complete or close a project, phase, or contract.

B. Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

C. Executing process group is processes performed to complete the work defined in the project management plan.

D. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

QUESTION 420 Predictive | Task 1 | Easy | Single answer

A long project knows its future phases broadly but has enough information to detail only the next quarter. Which concept or artifact best fits this need?

A. planning process group

B. closing process group

C. rolling wave planning

D. executing process group

Correct answer: C

Why: Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

A. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

B. Closing process group is processes performed to formally complete or close a project, phase, or contract.

D. Executing process group is processes performed to complete the work defined in the project management plan.

QUESTION 421 Predictive | Task 1 | Moderate | Multiple response

Which two statements about Initiating process group are accurate? Select two.

A. It is processes performed to define a new project or phase and obtain authorization to begin.

B. The project or phase receives a legitimate starting point.

C. Planned work produces project deliverables.

D. It is processes used to establish scope, objectives, and the course of action required to attain them.

Correct answer: A, B

Why: Initiating process group is processes performed to define a new project or phase and obtain authorization to begin. The project or phase receives a legitimate starting point.

C. Executing process group is processes performed to complete the work defined in the project management plan. Planned work produces project deliverables.

D. Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

QUESTION 422 Predictive | Task 1 | Moderate | Single answer

Which statement about Planning process group is correct?

A. It is processes performed to formally complete or close a project, phase, or contract.

B. It is progressive detailed planning of near-term work while future work remains at a higher level.

C. It is processes used to establish scope, objectives, and the course of action required to attain them.

D. It is processes used to track, review, regulate progress, and identify required changes.

Correct answer: C

Why: Planning process group is processes used to establish scope, objectives, and the course of action required to attain them.

A. That statement defines Closing process group, not Planning process group.

B. That statement defines rolling wave planning, not Planning process group.

D. That statement defines Monitoring and Controlling process group, not Planning process group.

QUESTION 423 Predictive | Task 1 | Moderate | Multiple response

Which two statements about Executing process group are accurate? Select two.

A. It is processes performed to complete the work defined in the project management plan.

B. It is processes used to track, review, regulate progress, and identify required changes.

C. Obligations are settled and knowledge is retained.

D. Planned work produces project deliverables.

Correct answer: A, D

Why: Executing process group is processes performed to complete the work defined in the project management plan. Planned work produces project deliverables.

B. Monitoring and Controlling process group is processes used to track, review, regulate progress, and identify required changes.

C. Closing process group is processes performed to formally complete or close a project, phase, or contract. Obligations are settled and knowledge is retained.

QUESTION 424 Predictive | Task 1 | Difficult | Single answer

Which statement about Monitoring and Controlling process group is correct?

A. It is progressive detailed planning of near-term work while future work remains at a higher level.

B. It is processes used to track, review, regulate progress, and identify required changes.

C. It is processes performed to complete the work defined in the project management plan.

D. It is processes performed to define a new project or phase and obtain authorization to begin.

Correct answer: B

Why: Monitoring and controlling process group is processes used to track, review, regulate progress, and identify required changes.

A. That statement defines rolling wave planning, not Monitoring and Controlling process group.

C. That statement defines Executing process group, not Monitoring and Controlling process group.

D. That statement defines Initiating process group, not Monitoring and Controlling process group.

QUESTION 425 Predictive | Task 1 | Moderate | Multiple response

Which two statements about Closing process group are accurate? Select two.

A. It is processes performed to formally complete or close a project, phase, or contract.

B. Obligations are settled and knowledge is retained.

C. It is progressive detailed planning of near-term work while future work remains at a higher level.

D. The project or phase receives a legitimate starting point.

Correct answer: A, B

Why: Closing process group is processes performed to formally complete or close a project, phase, or contract. Obligations are settled and knowledge is retained.

C. Rolling wave planning is progressive detailed planning of near-term work while future work remains at a higher level.

D. Initiating process group is processes performed to define a new project or phase and obtain authorization to begin. The project or phase receives a legitimate starting point.

QUESTION 426 Predictive | Task 2 | Moderate | Single answer

A task has an optimistic estimate of 6 days and a pessimistic estimate of 24 days. Using PERT, what is the standard deviation?

A. 15 days

B. 5 days

C. 3 days

D. 18 days

Correct answer: C

Why: PERT standard deviation = (P - O) / 6 = (24 - 6) / 6 = 3 days.

A. PERT standard deviation = (P - O) / 6 = (24 - 6) / 6 = 3 days. Therefore 3 days is the correct result, not 15 days.

B. PERT standard deviation = (P - O) / 6 = (24 - 6) / 6 = 3 days. Therefore 3 days is the correct result, not 5 days.

D. PERT standard deviation = (P - O) / 6 = (24 - 6) / 6 = 3 days. Therefore 3 days is the correct result, not 18 days.

QUESTION 427 Predictive | Task 2 | Moderate | Single answer

A task has optimistic, most likely, and pessimistic estimates of 5, 8, and 17 days. Using a triangular distribution, what is the expected duration?

A. 10 days

B. 11 days

C. 30 days

D. 8 days

Correct answer: A

Why: Triangular expected duration = (O + M + P) / 3 = (5 + 8 + 17) / 3 = 10 days.

B. Triangular expected duration = (O + M + P) / 3 = (5 + 8 + 17) / 3 = 10 days. Therefore 10 days is the correct result, not 11 days.

C. Triangular expected duration = (O + M + P) / 3 = (5 + 8 + 17) / 3 = 10 days. Therefore 10 days is the correct result, not 30 days.

D. Triangular expected duration = (O + M + P) / 3 = (5 + 8 + 17) / 3 = 10 days. Therefore 10 days is the correct result, not 8 days.

QUESTION 428 Predictive | Task 2 | Moderate | Single answer

Path A-C-F lasts 26 days, B-D-F lasts 31 days, and B-E-F lasts 28 days. If the critical path is shortened by 3 days and no other path changes, what becomes the project duration?

A. 29 days

B. 23 days

C. 28 days

D. 31 days

Correct answer: C

Why: The former critical path becomes 28 days, tying B-E-F at 28 days; the project duration is therefore 28 days.

A. The former critical path becomes 28 days, tying B-E-F at 28 days; the project duration is therefore 28 days. Therefore 28 days is the correct result, not 29 days.

B. The former critical path becomes 28 days, tying B-E-F at 28 days; the project duration is therefore 28 days. Therefore 28 days is the correct result, not 23 days.

D. The former critical path becomes 28 days, tying B-E-F at 28 days; the project duration is therefore 28 days. Therefore 28 days is the correct result, not 31 days.

QUESTION 429 Predictive | Task 2 | Moderate | Single answer

Four analysts each work 30 hours at $80 per hour. What is the activity’s labor cost?

A. $8,000

B. $12,000

C. $2,400

D. $9,600

Correct answer: D

Why: Labor cost = 4 analysts x 30 hours x $80 = $9,600.

A. Labor cost = 4 analysts x 30 hours x $80 = $9,600. Therefore $9,600 is the correct result, not $8,000.

B. Labor cost = 4 analysts x 30 hours x $80 = $9,600. Therefore $9,600 is the correct result, not $12,000.

C. Labor cost = 4 analysts x 30 hours x $80 = $9,600. Therefore $9,600 is the correct result, not $2,400.

QUESTION 430 Predictive | Task 2 | Moderate | Single answer

A threat has a 25% probability of causing a $40,000 loss. What is its expected monetary value?

A. -$10,000

B. $30,000

C. $10,000

D. -$40,000

Correct answer: A

Why: Threat EMV = probability x impact = 0.25 x -$40,000 = -$10,000.

B. Threat EMV = probability x impact = 0.25 x -$40,000 = -$10,000. Therefore -$10,000 is the correct result, not $30,000.

C. Threat EMV = probability x impact = 0.25 x -$40,000 = -$10,000. Therefore -$10,000 is the correct result, not $10,000.

D. Threat EMV = probability x impact = 0.25 x -$40,000 = -$10,000. Therefore -$10,000 is the correct result, not -$40,000.

QUESTION 431 Predictive | Task 2 | Moderate | Single answer

Crashing an activity reduces duration from 10 to 8 days and increases cost from $20,000 to $26,000. What is the crash cost per day?

A. $3,000

B. $6,000

C. $2,000

D. $1,000

Correct answer: A

Why: Cost slope = (crash cost - normal cost) / (normal duration - crash duration) = $6,000 / 2 = $3,000 per day.

B. Cost slope = (crash cost - normal cost) / (normal duration - crash duration) = $6,000 / 2 = $3,000 per day. Therefore $3,000 is the correct result, not $6,000.

C. Cost slope = (crash cost - normal cost) / (normal duration - crash duration) = $6,000 / 2 = $3,000 per day. Therefore $3,000 is the correct result, not $2,000.

D. Cost slope = (crash cost - normal cost) / (normal duration - crash duration) = $6,000 / 2 = $3,000 per day. Therefore $3,000 is the correct result, not $1,000.

QUESTION 432 Predictive | Task 2 | Easy | Single answer

During a telecommunications deployment, the team is reviewing a practice involving arranging work so one activity or phase follows another in a defined order. Which option is most accurate?

A. Project Schedule Network Diagram

B. Lead

C. Sequential Relationships

D. Resource Leveling

Correct answer: C

Why: Sequential Relationships concerns arranging work so one activity or phase follows another in a defined order.

A. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

B. Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

D. Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

QUESTION 433 Predictive | Task 2 | Moderate | Single answer

During a pharmaceutical compliance effort, the team is reviewing a practice involving linking activities so a successor cannot finish until its predecessor starts. Which option is most accurate?

A. Finish-To-Start Relationship

B. Sequential Relationships

C. Start-to-Finish (SF)

D. Start-To-Start Relationship

Correct answer: C

Why: Start-to-Finish (SF) concerns linking activities so a successor cannot finish until its predecessor starts.

A. Finish-to-start relationship is a dependency in which a successor cannot start until its predecessor finishes.

B. Sequential Relationships concerns arranging work so one activity or phase follows another in a defined order.

D. Start-to-start relationship is a dependency in which a successor cannot start until its predecessor starts.

QUESTION 434 Predictive | Task 2 | Easy | Single answer

The description “a dependency in which a successor cannot finish until its predecessor finishes?” appears in a study note. Which project management term does it represent?

A. finish-to-start relationship

B. start-to-start relationship

C. finish-to-finish relationship

D. start-to-finish (sf)

Correct answer: C

Why: Finish-to-finish relationship is a dependency in which a successor cannot finish until its predecessor finishes.

A. Finish-to-start relationship is a dependency in which a successor cannot start until its predecessor finishes.

B. Start-to-start relationship is a dependency in which a successor cannot start until its predecessor starts.

D. Start-to-Finish (SF) concerns linking activities so a successor cannot finish until its predecessor starts.

QUESTION 435 Predictive | Task 2 | Moderate | Single answer

A team member explains an intentional acceleration that allows a successor to begin before a predecessor would normally finish? Which term precisely captures that explanation?

A. wbs dictionary

B. lead

C. resource leveling

D. project calendar

Correct answer: B

Why: Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

A. Wbs dictionary is the document providing detailed information about WBS components and work packages.

C. Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

D. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 436 Predictive | Task 2 | Moderate | Single answer

While checking terminology, a reviewer reads: “a resource optimization technique that may change the critical path or project finish to resolve over-allocation?” What is the correct term?

A. wbs dictionary

B. project calendar

C. resource leveling

D. lead

Correct answer: C

Why: Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

A. Wbs dictionary is the document providing detailed information about WBS components and work packages.

B. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

D. Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

QUESTION 437 Predictive | Task 2 | Moderate | Single answer

An artifact uses the description “the document providing detailed information about WBS components and work packages?” Which term should replace the placeholder beside it?

A. Lead

B. Resource Leveling

C. Project Calendar

D. WBS dictionary

Correct answer: D

Why: Wbs dictionary is the document providing detailed information about WBS components and work packages.

A. Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

B. Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

C. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 438 Predictive | Task 2 | Moderate | Single answer

System training cannot begin until the training environment is configured. Which concept or artifact best fits this need?

A. start-to-finish (sf)

B. finish-to-start relationship

C. finish-to-finish relationship

D. start-to-start relationship

Correct answer: B

Why: Finish-to-start relationship is a dependency in which a successor cannot start until its predecessor finishes.

A. Start-to-Finish (SF) concerns linking activities so a successor cannot finish until its predecessor starts.

C. Finish-to-finish relationship is a dependency in which a successor cannot finish until its predecessor finishes.

D. Start-to-start relationship is a dependency in which a successor cannot start until its predecessor starts.

QUESTION 439 Predictive | Task 2 | Moderate | Single answer

Data validation may begin once data extraction has started, although both continue in parallel. Which concept or artifact best fits this need?

A. finish-to-start relationship

B. start-to-start relationship

C. finish-to-finish relationship

D. start-to-finish (sf)

Correct answer: B

Why: Start-to-start relationship is a dependency in which a successor cannot start until its predecessor starts.

A. Finish-to-start relationship is a dependency in which a successor cannot start until its predecessor finishes.

C. Finish-to-finish relationship is a dependency in which a successor cannot finish until its predecessor finishes.

D. Start-to-Finish (SF) concerns linking activities so a successor cannot finish until its predecessor starts.

QUESTION 440 Predictive | Task 2 | Difficult | Single answer

Final document checking may proceed with writing but cannot finish before writing is complete. Which concept or artifact best fits this need?

A. finish-to-finish relationship

B. start-to-start relationship

C. start-to-finish (sf)

D. finish-to-start relationship

Correct answer: A

Why: Finish-to-finish relationship is a dependency in which a successor cannot finish until its predecessor finishes.

B. Start-to-start relationship is a dependency in which a successor cannot start until its predecessor starts.

C. Start-to-Finish (SF) concerns linking activities so a successor cannot finish until its predecessor starts.

D. Finish-to-start relationship is a dependency in which a successor cannot start until its predecessor finishes.

QUESTION 441 Predictive | Task 2 | Easy | Single answer

Testing starts on completed modules two days before all development work finishes. Which concept or artifact best fits this need?

A. wbs dictionary

B. resource leveling

C. lead

D. project calendar

Correct answer: C

Why: Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

A. Wbs dictionary is the document providing detailed information about WBS components and work packages.

B. Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

D. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 442 Predictive | Task 2 | Moderate | Single answer

One engineer is assigned simultaneously to critical activities and the completion date may need to move. Which concept or artifact best fits this need?

A. lead

B. project calendar

C. resource leveling

D. wbs dictionary

Correct answer: C

Why: Resource leveling is a resource optimization technique that may change the critical path or project finish to resolve over-allocation.

A. Lead is an intentional acceleration that allows a successor to begin before a predecessor would normally finish.

B. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

D. Wbs dictionary is the document providing detailed information about WBS components and work packages.

QUESTION 443 Predictive | Task 3 | Moderate | Single answer

A project has BAC of $800,000 and earned value of $320,000. Using earned value, what percentage of budgeted work is complete?

A. 25%

B. 40%

C. 80%

D. 60%

Correct answer: B

Why: Percent complete by earned value = EV / BAC = 320,000 / 800,000 = 40%.

A. Percent complete by earned value = EV / BAC = 320,000 / 800,000 = 40%. Therefore 40% is the correct result, not 25%.

C. Percent complete by earned value = EV / BAC = 320,000 / 800,000 = 40%. Therefore 40% is the correct result, not 80%.

D. Percent complete by earned value = EV / BAC = 320,000 / 800,000 = 40%. Therefore 40% is the correct result, not 60%.

QUESTION 444 Predictive | Task 3 | Moderate | Single answer

BAC is $1,000,000, EV is $600,000, and AC is $650,000. What is TCPI if the original BAC must still be achieved?

A. 1.63

B. 1.00

C. 0.88

D. 1.14

Correct answer: D

Why: TCPI = (BAC - EV) / (BAC - AC) = 400,000 / 350,000 = 1.14.

A. TCPI = (BAC - EV) / (BAC - AC) = 400,000 / 350,000 = 1.14. Therefore 1.14 is the correct result, not 1.63.

B. TCPI = (BAC - EV) / (BAC - AC) = 400,000 / 350,000 = 1.14. Therefore 1.14 is the correct result, not 1.00.

C. TCPI = (BAC - EV) / (BAC - AC) = 400,000 / 350,000 = 1.14. Therefore 1.14 is the correct result, not 0.88.

QUESTION 445 Predictive | Task 3 | Moderate | Single answer

Actual cost is $300,000 and the team’s new bottom-up estimate to complete is $250,000. What is EAC?

A. $300,000

B. $50,000

C. $250,000

D. $550,000

Correct answer: D

Why: EAC = AC + bottom-up ETC = $300,000 + $250,000 = $550,000.

A. EAC = AC + bottom-up ETC = $300,000 + $250,000 = $550,000. Therefore $550,000 is the correct result, not $300,000.

B. EAC = AC + bottom-up ETC = $300,000 + $250,000 = $550,000. Therefore $550,000 is the correct result, not $50,000.

C. EAC = AC + bottom-up ETC = $300,000 + $250,000 = $550,000. Therefore $550,000 is the correct result, not $250,000.

QUESTION 446 Predictive | Task 3 | Moderate | Single answer

A project has earned value of $450,000 and actual cost of $500,000. What is CPI and its interpretation?

A. 1.11, over budget

B. 0.90, over budget

C. 1.11, under budget

D. 0.90, under budget

Correct answer: B

Why: CPI = EV / AC = 450,000 / 500,000 = 0.90. A CPI below 1.0 means cost inefficiency and over-budget performance.

A. CPI = EV / AC = 450,000 / 500,000 = 0.90. A CPI below 1.0 means cost inefficiency and over-budget performance. Therefore 0.90, over budget is the correct result, not 1.11, over budget.

C. CPI = EV / AC = 450,000 / 500,000 = 0.90. A CPI below 1.0 means cost inefficiency and over-budget performance. Therefore 0.90, over budget is the correct result, not 1.11, under budget.

D. CPI = EV / AC = 450,000 / 500,000 = 0.90. A CPI below 1.0 means cost inefficiency and over-budget performance. Therefore 0.90, over budget is the correct result, not 0.90, under budget.

QUESTION 447 Predictive | Task 3 | Moderate | Single answer

BAC is $900,000, EV is $360,000, AC is $400,000, and both CPI and SPI are 0.90. If both efficiencies affect remaining work, what is EAC?

A. $1,066,667

B. $1,200,000

C. $1,000,000

D. $900,000

Correct answer: A

Why: EAC = AC + (BAC - EV) / (CPI x SPI) = 400,000 + 540,000 / 0.81 = $1,066,667 rounded.

B. EAC = AC + (BAC - EV) / (CPI x SPI) = 400,000 + 540,000 / 0.81 = $1,066,667 rounded. Therefore $1,066,667 is the correct result, not $1,200,000.

C. EAC = AC + (BAC - EV) / (CPI x SPI) = 400,000 + 540,000 / 0.81 = $1,066,667 rounded. Therefore $1,066,667 is the correct result, not $1,000,000.

D. EAC = AC + (BAC - EV) / (CPI x SPI) = 400,000 + 540,000 / 0.81 = $1,066,667 rounded. Therefore $1,066,667 is the correct result, not $900,000.

QUESTION 448 Predictive | Task 3 | Moderate | Single answer

A project reports CV = +$18,000 and SV = -$12,000. Which interpretation is correct?

A. Over budget and ahead of schedule

B. Under budget and behind schedule

C. Over budget and behind schedule

D. Under budget and ahead of schedule

Correct answer: B

Why: Positive CV means under budget; negative SV means behind schedule.

A. Positive CV means under budget; negative SV means behind schedule. Therefore Under budget and behind schedule is the correct result, not Over budget and ahead of schedule.

C. Positive CV means under budget; negative SV means behind schedule. Therefore Under budget and behind schedule is the correct result, not Over budget and behind schedule.

D. Positive CV means under budget; negative SV means behind schedule. Therefore Under budget and behind schedule is the correct result, not Under budget and ahead of schedule.

QUESTION 449 Predictive | Task 3 | Moderate | Single answer

An artifact uses the description “the artifact used to record assumptions and constraints and track their validation or status?” Which term should replace the placeholder beside it?

A. lessons learned register

B. change request

C. quality report

D. assumption log

Correct answer: D

Why: Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

A. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

B. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

C. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

QUESTION 450 Predictive | Task 3 | Moderate | Single answer

A facilitator asks participants to classify this concept: an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities? Which label is correct?

A. quality report

B. lessons learned register

C. assumption log

D. change request

Correct answer: A

Why: Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

B. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

C. Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

D. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

Questions 451-500

QUESTION 451 Predictive | Task 3 | Moderate | Single answer

The project team needs a common name for the artifact used throughout a project to record knowledge that can improve current and future work? Which term should it use?

A. lessons learned register

B. assumption log

C. quality report

D. change request

Correct answer: A

Why: Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

B. Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

C. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

D. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

QUESTION 452 Predictive | Task 3 | Moderate | Single answer

In a knowledge check, which term corresponds to this description: raw observations and measurements identified while project work is performed?

A. work performance information

B. work performance data

C. final report

D. quality report

Correct answer: B

Why: Work performance data is raw observations and measurements identified while project work is performed.

A. Work performance information is performance data analyzed and integrated to reveal relationships, status, and meaning.

C. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

D. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

QUESTION 453 Predictive | Task 3 | Moderate | Single answer

A new team member asks what to call performance data analyzed and integrated to reveal relationships, status, and meaning? Which response is correct?

A. work performance data

B. work performance information

C. quality report

D. final report

Correct answer: B

Why: Work performance information is performance data analyzed and integrated to reveal relationships, status, and meaning.

A. Work performance data is raw observations and measurements identified while project work is performed.

C. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

D. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

QUESTION 454 Predictive | Task 3 | Moderate | Single answer

During document review, a definition reads “a formal proposal to modify a document, deliverable, baseline, or other project element?” Which term is being defined?

A. lessons learned register

B. quality report

C. change request

D. assumption log

Correct answer: C

Why: Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

A. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

B. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

D. Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

QUESTION 455 Predictive | Task 3 | Easy | Single answer

A planning belief about permit timing must be monitored and later confirmed. Which concept or artifact best fits this need?

A. change request

B. quality report

C. assumption log

D. lessons learned register

Correct answer: C

Why: Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

A. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

B. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

D. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

QUESTION 456 Predictive | Task 3 | Difficult | Single answer

Leaders need summarized defect trends, audit findings, and recommended corrective actions. Which concept or artifact best fits this need?

A. quality report

B. change request

C. assumption log

D. lessons learned register

Correct answer: A

Why: Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

B. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

C. Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

D. Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

QUESTION 457 Predictive | Task 3 | Moderate | Single answer

A team discovers an effective vendor-review technique midway through execution. Which concept or artifact best fits this need?

A. assumption log

B. quality report

C. change request

D. lessons learned register

Correct answer: D

Why: Lessons learned register is the artifact used throughout a project to record knowledge that can improve current and future work.

A. Assumption log is the artifact used to record assumptions and constraints and track their validation or status.

B. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

C. Change request is a formal proposal to modify a document, deliverable, baseline, or other project element.

QUESTION 458 Predictive | Task 3 | Moderate | Single answer

A system records actual start dates, defect counts, hours used, and completed quantities. Which concept or artifact best fits this need?

A. final report

B. quality report

C. work performance information

D. work performance data

Correct answer: D

Why: Work performance data is raw observations and measurements identified while project work is performed.

A. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

B. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

C. Work performance information is performance data analyzed and integrated to reveal relationships, status, and meaning.

QUESTION 459 Predictive | Task 3 | Moderate | Single answer

Raw cost and schedule figures are combined into variance and trend analysis. Which concept or artifact best fits this need?

A. work performance information

B. work performance data

C. quality report

D. final report

Correct answer: A

Why: Work performance information is performance data analyzed and integrated to reveal relationships, status, and meaning.

B. Work performance data is raw observations and measurements identified while project work is performed.

C. Quality report is an artifact presenting quality issues, recommendations, corrective actions, and findings from quality activities.

D. Final Report concerns summarizing project performance, outcomes, acceptance, variances, lessons, and closure status for stakeholders.

QUESTION 460 Agile | Task 1 | Moderate | Single answer

While checking terminology, a reviewer reads: “the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools?” What is the correct term?

A. working product

B. responding to change

C. customer collaboration

D. individuals and interactions

Correct answer: D

Why: Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

A. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

B. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

C. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

QUESTION 461 Agile | Task 1 | Moderate | Single answer

An artifact uses the description “the Agile Manifesto value that favors usable results over excessive comprehensive documentation?” Which term should replace the placeholder beside it?

A. individuals and interactions

B. working product

C. customer collaboration

D. responding to change

Correct answer: B

Why: Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

A. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

C. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

D. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

QUESTION 462 Agile | Task 1 | Easy | Single answer

A facilitator asks participants to classify this concept: the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation? Which label is correct?

A. working product

B. responding to change

C. customer collaboration

D. individuals and interactions

Correct answer: C

Why: Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

A. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

B. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

D. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

QUESTION 463 Agile | Task 1 | Moderate | Single answer

The project team needs a common name for the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan? Which term should it use?

A. customer collaboration

B. responding to change

C. working product

D. individuals and interactions

Correct answer: B

Why: Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

A. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

C. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

D. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

QUESTION 464 Agile | Task 1 | Difficult | Single answer

A team has sophisticated software but delays decisions because members rarely communicate directly. Which concept or artifact best fits this need?

A. customer collaboration

B. working product

C. individuals and interactions

D. responding to change

Correct answer: C

Why: Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

A. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

B. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

D. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

QUESTION 465 Agile | Task 1 | Moderate | Single answer

A team produces lengthy reports but has not demonstrated usable functionality. Which concept or artifact best fits this need?

A. responding to change

B. working product

C. individuals and interactions

D. customer collaboration

Correct answer: B

Why: Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

A. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

C. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

D. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

QUESTION 466 Agile | Task 1 | Moderate | Single answer

A customer and delivery team revisit priorities together as market evidence changes. Which concept or artifact best fits this need?

A. customer collaboration

B. individuals and interactions

C. working product

D. responding to change

Correct answer: A

Why: Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

B. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

C. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

D. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

QUESTION 467 Agile | Task 1 | Moderate | Single answer

Validated user feedback makes a planned feature less valuable during product development. Which concept or artifact best fits this need?

A. individuals and interactions

B. responding to change

C. customer collaboration

D. working product

Correct answer: B

Why: Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

A. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

C. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

D. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

QUESTION 468 Agile | Task 1 | Moderate | Multiple response

Which two statements about individuals and interactions are accurate? Select two.

A. Collaboration is strengthened while tools remain supportive.

B. It is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

C. It is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

D. Product decisions use continuing customer partnership.

Correct answer: A, C

Why: Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools. Collaboration is strengthened while tools remain supportive.

B. Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

D. Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation. Product decisions use continuing customer partnership.

QUESTION 469 Agile | Task 1 | Easy | Single answer

Which statement about working product is correct?

A. It is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

B. It is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

C. It is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

D. It is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

Correct answer: B

Why: Working product is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

A. That statement defines customer collaboration, not working product.

C. That statement defines individuals and interactions, not working product.

D. That statement defines responding to change, not working product.

QUESTION 470 Agile | Task 1 | Moderate | Multiple response

Which two statements about customer collaboration are accurate? Select two.

A. It is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

B. Product decisions use continuing customer partnership.

C. Collaboration is strengthened while tools remain supportive.

D. It is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

Correct answer: B, D

Why: Customer collaboration is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation. Product decisions use continuing customer partnership.

A. Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

C. Individuals and interactions is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools. Collaboration is strengthened while tools remain supportive.

QUESTION 471 Agile | Task 1 | Moderate | Single answer

Which statement about responding to change is correct?

A. It is the Agile Manifesto value that favors usable results over excessive comprehensive documentation.

B. It is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

C. It is the Agile Manifesto value that favors effective collaboration over relying primarily on processes and tools.

D. It is the Agile Manifesto value that favors ongoing partnership over relying only on contract negotiation.

Correct answer: B

Why: Responding to change is the Agile Manifesto value that favors adapting to evidence over rigidly following an outdated plan.

A. That statement defines working product, not responding to change.

C. That statement defines individuals and interactions, not responding to change.

D. That statement defines customer collaboration, not responding to change.

QUESTION 472 Agile | Task 2 | Difficult | Single answer

While checking terminology, a reviewer reads: “a fixed maximum period within which an activity or iteration must occur?” What is the correct term?

A. timebox

B. team capacity

C. release planning

D. velocity

Correct answer: A

Why: Timebox is a fixed maximum period within which an activity or iteration must occur.

B. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

C. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Velocity is the amount of estimated backlog work completed by a team during an iteration.

QUESTION 473 Agile | Task 2 | Moderate | Single answer

An artifact uses the description “the amount of work a team can realistically undertake during a period considering availability and constraints?” Which term should replace the placeholder beside it?

A. timebox

B. team capacity

C. velocity

D. release planning

Correct answer: B

Why: Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

A. Timebox is a fixed maximum period within which an activity or iteration must occur.

C. Velocity is the amount of estimated backlog work completed by a team during an iteration.

D. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

QUESTION 474 Agile | Task 2 | Moderate | Single answer

A facilitator asks participants to classify this concept: the amount of estimated backlog work completed by a team during an iteration? Which label is correct?

A. timebox

B. velocity

C. team capacity

D. release planning

Correct answer: B

Why: Velocity is the amount of estimated backlog work completed by a team during an iteration.

A. Timebox is a fixed maximum period within which an activity or iteration must occur.

C. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

D. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

QUESTION 475 Agile | Task 2 | Moderate | Single answer

The project team needs a common name for planning that groups increments or backlog items into a larger product delivery based on goals and constraints? Which term should it use?

A. team capacity

B. release planning

C. timebox

D. velocity

Correct answer: B

Why: Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

A. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

C. Timebox is a fixed maximum period within which an activity or iteration must occur.

D. Velocity is the amount of estimated backlog work completed by a team during an iteration.

QUESTION 476 Agile | Task 2 | Easy | Single answer

A team fixes a two-week Sprint length and varies selected scope rather than extending the Sprint. Which concept or artifact best fits this need?

A. timebox

B. team capacity

C. release planning

D. velocity

Correct answer: A

Why: Timebox is a fixed maximum period within which an activity or iteration must occur.

B. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

C. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Velocity is the amount of estimated backlog work completed by a team during an iteration.

QUESTION 477 Agile | Task 2 | Moderate | Single answer

Two team members will be on leave during the next iteration. Which concept or artifact best fits this need?

A. release planning

B. timebox

C. team capacity

D. velocity

Correct answer: C

Why: Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

A. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

B. Timebox is a fixed maximum period within which an activity or iteration must occur.

D. Velocity is the amount of estimated backlog work completed by a team during an iteration.

QUESTION 478 Agile | Task 2 | Moderate | Single answer

A stable team reviews its recent completed story points to inform-not guarantee-future planning. Which concept or artifact best fits this need?

A. timebox

B. velocity

C. release planning

D. team capacity

Correct answer: B

Why: Velocity is the amount of estimated backlog work completed by a team during an iteration.

A. Timebox is a fixed maximum period within which an activity or iteration must occur.

C. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

QUESTION 479 Agile | Task 2 | Moderate | Single answer

A Product Owner is coordinating several Sprints toward a market launch objective. Which concept or artifact best fits this need?

A. release planning

B. team capacity

C. timebox

D. velocity

Correct answer: A

Why: Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

B. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

C. Timebox is a fixed maximum period within which an activity or iteration must occur.

D. Velocity is the amount of estimated backlog work completed by a team during an iteration.

QUESTION 480 Agile | Task 2 | Difficult | Multiple response

Which two statements about timebox are accurate? Select two.

A. Forecasts use empirical team-specific evidence.

B. It is a fixed maximum period within which an activity or iteration must occur.

C. It is the amount of work a team can realistically undertake during a period considering availability and constraints.

D. Cadence and feedback timing remain predictable.

Correct answer: B, D

Why: Timebox is a fixed maximum period within which an activity or iteration must occur. Cadence and feedback timing remain predictable.

A. Velocity is the amount of estimated backlog work completed by a team during an iteration. Forecasts use empirical team-specific evidence.

C. Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

QUESTION 481 Agile | Task 2 | Moderate | Single answer

Which statement about team capacity is correct?

A. It is the amount of work a team can realistically undertake during a period considering availability and constraints.

B. It is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

C. It is a fixed maximum period within which an activity or iteration must occur.

D. It is the amount of estimated backlog work completed by a team during an iteration.

Correct answer: A

Why: Team capacity is the amount of work a team can realistically undertake during a period considering availability and constraints.

B. That statement defines release planning, not team capacity.

C. That statement defines timebox, not team capacity.

D. That statement defines velocity, not team capacity.

QUESTION 482 Agile | Task 2 | Moderate | Multiple response

Which two statements about velocity are accurate? Select two.

A. It is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

B. It is the amount of estimated backlog work completed by a team during an iteration.

C. Forecasts use empirical team-specific evidence.

D. Cadence and feedback timing remain predictable.

Correct answer: B, C

Why: Velocity is the amount of estimated backlog work completed by a team during an iteration. Forecasts use empirical team-specific evidence.

A. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Timebox is a fixed maximum period within which an activity or iteration must occur. Cadence and feedback timing remain predictable.

QUESTION 483 Agile | Task 2 | Easy | Single answer

Which statement about release planning is correct?

A. It is a fixed maximum period within which an activity or iteration must occur.

B. It is the amount of estimated backlog work completed by a team during an iteration.

C. It is the amount of work a team can realistically undertake during a period considering availability and constraints.

D. It is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

Correct answer: D

Why: Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

A. That statement defines timebox, not release planning.

B. That statement defines velocity, not release planning.

C. That statement defines team capacity, not release planning.

QUESTION 484 Agile | Task 3 | Moderate | Single answer

While checking terminology, a reviewer reads: “a chart showing completed work and total scope, making scope change visible?” What is the correct term?

A. release burndown

B. information radiator

C. burnup chart

D. cumulative flow diagram

Correct answer: C

Why: Burnup chart is a chart showing completed work and total scope, making scope change visible.

A. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

B. Information radiator is a highly visible display that communicates current project information with minimal effort.

D. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

QUESTION 485 Agile | Task 3 | Moderate | Single answer

An artifact uses the description “a chart showing the amount of work in each workflow state over time?” Which term should replace the placeholder beside it?

A. cumulative flow diagram

B. burnup chart

C. release burndown

D. information radiator

Correct answer: A

Why: Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

B. Burnup chart is a chart showing completed work and total scope, making scope change visible.

C. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

D. Information radiator is a highly visible display that communicates current project information with minimal effort.

QUESTION 486 Agile | Task 3 | Moderate | Single answer

A facilitator asks participants to classify this concept: a highly visible display that communicates current project information with minimal effort? Which label is correct?

A. cumulative flow diagram

B. information radiator

C. release burndown

D. burnup chart

Correct answer: B

Why: Information radiator is a highly visible display that communicates current project information with minimal effort.

A. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

C. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

D. Burnup chart is a chart showing completed work and total scope, making scope change visible.

QUESTION 487 Agile | Task 3 | Moderate | Single answer

The project team needs a common name for a chart tracking remaining work toward a release across multiple iterations? Which term should it use?

A. burnup chart

B. information radiator

C. cumulative flow diagram

D. release burndown

Correct answer: D

Why: Release burndown is a chart tracking remaining work toward a release across multiple iterations.

A. Burnup chart is a chart showing completed work and total scope, making scope change visible.

B. Information radiator is a highly visible display that communicates current project information with minimal effort.

C. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

QUESTION 488 Agile | Task 3 | Difficult | Single answer

Stakeholders want to distinguish delivery progress from increases in total release scope. Which concept or artifact best fits this need?

A. cumulative flow diagram

B. release burndown

C. information radiator

D. burnup chart

Correct answer: D

Why: Burnup chart is a chart showing completed work and total scope, making scope change visible.

A. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

B. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

C. Information radiator is a highly visible display that communicates current project information with minimal effort.

QUESTION 489 Agile | Task 3 | Moderate | Single answer

A Kanban team wants to detect widening queues and unstable throughput between build and test. Which concept or artifact best fits this need?

A. release burndown

B. information radiator

C. cumulative flow diagram

D. burnup chart

Correct answer: C

Why: Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

A. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

B. Information radiator is a highly visible display that communicates current project information with minimal effort.

D. Burnup chart is a chart showing completed work and total scope, making scope change visible.

QUESTION 490 Agile | Task 3 | Easy | Single answer

A colocated team wants risks, flow, goals, and blockers visible without requesting reports. Which concept or artifact best fits this need?

A. release burndown

B. information radiator

C. burnup chart

D. cumulative flow diagram

Correct answer: B

Why: Information radiator is a highly visible display that communicates current project information with minimal effort.

A. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

C. Burnup chart is a chart showing completed work and total scope, making scope change visible.

D. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

QUESTION 491 Agile | Task 3 | Moderate | Single answer

A Product Owner wants to monitor whether remaining release scope is declining fast enough. Which concept or artifact best fits this need?

A. release burndown

B. burnup chart

C. cumulative flow diagram

D. information radiator

Correct answer: A

Why: Release burndown is a chart tracking remaining work toward a release across multiple iterations.

B. Burnup chart is a chart showing completed work and total scope, making scope change visible.

C. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

D. Information radiator is a highly visible display that communicates current project information with minimal effort.

QUESTION 492 Agile | Task 3 | Moderate | Multiple response

Which two statements about burnup chart are accurate? Select two.

A. Shared status is available quickly and transparently.

B. It is a chart showing completed work and total scope, making scope change visible.

C. Completed work and changing total scope are visible separately.

D. It is a chart showing the amount of work in each workflow state over time.

Correct answer: B, C

Why: Burnup chart is a chart showing completed work and total scope, making scope change visible. Completed work and changing total scope are visible separately.

A. Information radiator is a highly visible display that communicates current project information with minimal effort. Shared status is available quickly and transparently.

D. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

QUESTION 493 Agile | Task 3 | Moderate | Single answer

Which statement about cumulative flow diagram is correct?

A. It is a highly visible display that communicates current project information with minimal effort.

B. It is a chart showing the amount of work in each workflow state over time.

C. It is a chart showing completed work and total scope, making scope change visible.

D. It is a chart tracking remaining work toward a release across multiple iterations.

Correct answer: B

Why: Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

A. That statement defines information radiator, not cumulative flow diagram.

C. That statement defines burnup chart, not cumulative flow diagram.

D. That statement defines release burndown, not cumulative flow diagram.

QUESTION 494 Agile | Task 3 | Moderate | Multiple response

Which two statements about information radiator are accurate? Select two.

A. It is a highly visible display that communicates current project information with minimal effort.

B. It is a chart tracking remaining work toward a release across multiple iterations.

C. Shared status is available quickly and transparently.

D. Completed work and changing total scope are visible separately.

Correct answer: A, C

Why: Information radiator is a highly visible display that communicates current project information with minimal effort. Shared status is available quickly and transparently.

B. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

D. Burnup chart is a chart showing completed work and total scope, making scope change visible. Completed work and changing total scope are visible separately.

QUESTION 495 Agile | Task 3 | Moderate | Single answer

Which statement about release burndown is correct?

A. It is a highly visible display that communicates current project information with minimal effort.

B. It is a chart tracking remaining work toward a release across multiple iterations.

C. It is a chart showing the amount of work in each workflow state over time.

D. It is a chart showing completed work and total scope, making scope change visible.

Correct answer: B

Why: Release burndown is a chart tracking remaining work toward a release across multiple iterations.

A. That statement defines information radiator, not release burndown.

C. That statement defines cumulative flow diagram, not release burndown.

D. That statement defines burnup chart, not release burndown.

QUESTION 496 Agile | Task 4 | Difficult | Single answer

While checking terminology, a reviewer reads: “an approach emphasizing value, flow, quality, learning, and elimination of waste?” What is the correct term?

A. Crystal Methods

B. Lean development

C. Dynamic Systems Development Method

D. Feature-Driven Development

Correct answer: B

Why: Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

A. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

C. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

D. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

QUESTION 497 Agile | Task 4 | Easy | Single answer

An artifact uses the description “an iterative approach organized around designing and building small client-valued features?” Which term should replace the placeholder beside it?

A. Feature-Driven Development

B. Lean Development

C. Dynamic Systems Development Method

D. Crystal Methods

Correct answer: A

Why: Feature-driven development is an iterative approach organized around designing and building small client-valued features.

B. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

C. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

D. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

QUESTION 498 Agile | Task 4 | Moderate | Single answer

A facilitator asks participants to classify this concept: a family of people-centered methods tailored by team size and system criticality? Which label is correct?

A. Dynamic Systems Development Method

B. Crystal methods

C. Feature-Driven Development

D. Lean Development

Correct answer: B

Why: Crystal methods is a family of people-centered methods tailored by team size and system criticality.

A. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

C. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

D. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

QUESTION 499 Agile | Task 4 | Moderate | Single answer

The project team needs a common name for an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization? Which term should it use?

A. Lean Development

B. Feature-Driven Development

C. Dynamic Systems Development Method

D. Crystal Methods

Correct answer: C

Why: Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

A. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

B. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

D. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

QUESTION 500 Agile | Task 4 | Moderate | Single answer

A team maps delays and removes handoffs, queues, rework, and unused features. Which concept or artifact best fits this need?

A. Lean development

B. Dynamic Systems Development Method

C. Crystal Methods

D. Feature-Driven Development

Correct answer: A

Why: Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

B. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

C. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

D. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

Questions 501-550

QUESTION 501 Agile | Task 4 | Moderate | Single answer

A large domain model is used to plan, design, and build by feature. Which concept or artifact best fits this need?

A. Feature-Driven Development

B. Crystal Methods

C. Dynamic Systems Development Method

D. Lean Development

Correct answer: A

Why: Feature-Driven Development is an iterative approach organized around designing and building small client-valued features.

B. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

C. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

D. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

QUESTION 502 Agile | Task 4 | Moderate | Single answer

A small low-criticality team wants a lightweight method emphasizing communication and frequent delivery. Which concept or artifact best fits this need?

A. Lean Development

B. Dynamic Systems Development Method

C. Feature-Driven Development

D. Crystal methods

Correct answer: D

Why: Crystal methods is a family of people-centered methods tailored by team size and system criticality.

A. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

B. Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

C. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

QUESTION 503 Agile | Task 4 | Moderate | Single answer

A project fixes time and cost while varying lower-priority scope with active business involvement. Which concept or artifact best fits this need?

A. Lean Development

B. Crystal Methods

C. Dynamic Systems Development Method

D. Feature-Driven Development

Correct answer: C

Why: Dynamic Systems Development Method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

A. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste.

B. Crystal methods is a family of people-centered methods tailored by team size and system criticality.

D. Feature-driven development is an iterative approach organized around designing and building small client-valued features.

QUESTION 504 Agile | Task 4 | Difficult | Multiple response

Which two statements about Lean development are accurate? Select two.

A. The method’s weight fits team size and criticality.

B. It is an approach emphasizing value, flow, quality, learning, and elimination of waste.

C. It is an iterative approach organized around designing and building small client-valued features.

D. More customer value flows with less waste.

Correct answer: B, D

Why: Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste. More customer value flows with less waste.

A. Crystal methods is a family of people-centered methods tailored by team size and system criticality. The method’s weight fits team size and criticality.

C. Feature-Driven Development is an iterative approach organized around designing and building small client-valued features.

QUESTION 505 Agile | Task 4 | Moderate | Single answer

Which statement about Feature-Driven Development is correct?

A. It is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

B. It is a family of people-centered methods tailored by team size and system criticality.

C. It is an approach emphasizing value, flow, quality, learning, and elimination of waste.

D. It is an iterative approach organized around designing and building small client-valued features.

Correct answer: D

Why: Feature-driven development is an iterative approach organized around designing and building small client-valued features.

A. That statement defines Dynamic Systems Development Method, not Feature-Driven Development.

B. That statement defines Crystal methods, not Feature-Driven Development.

C. That statement defines Lean development, not Feature-Driven Development.

QUESTION 506 Agile | Task 4 | Moderate | Multiple response

Which two statements about Crystal methods are accurate? Select two.

A. It is a family of people-centered methods tailored by team size and system criticality.

B. It is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

C. The method’s weight fits team size and criticality.

D. More customer value flows with less waste.

Correct answer: A, C

Why: Crystal methods is a family of people-centered methods tailored by team size and system criticality. The method's weight fits team size and criticality.

B. Dynamic Systems Development Method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

D. Lean development is an approach emphasizing value, flow, quality, learning, and elimination of waste. More customer value flows with less waste.

QUESTION 507 Agile | Task 4 | Moderate | Single answer

Which statement about Dynamic Systems Development Method is correct?

A. It is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

B. It is an approach emphasizing value, flow, quality, learning, and elimination of waste.

C. It is a family of people-centered methods tailored by team size and system criticality.

D. It is an iterative approach organized around designing and building small client-valued features.

Correct answer: A

Why: Dynamic systems development method is an agile method using active user involvement, timeboxing, iterative delivery, and MoSCoW prioritization.

B. That statement defines Lean development, not Dynamic Systems Development Method.

C. That statement defines Crystal methods, not Dynamic Systems Development Method.

D. That statement defines Feature-Driven Development, not Dynamic Systems Development Method.

QUESTION 508 Agile | Task 5 | Moderate | Single answer

While checking terminology, a reviewer reads: "classification of work as Must have, Should have, Could have, or Won't have this time?" What is the correct term?

A. Relative Estimation

B. Planning Poker

C. MoSCoW prioritization

D. Weighted Shortest Job First

Correct answer: C

Why: Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time.

A. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

B. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

D. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

QUESTION 509 Agile | Task 5 | Moderate | Single answer

An artifact uses the description "prioritization that divides cost of delay by job size or duration?" Which term should replace the placeholder beside it?

A. weighted shortest job first

B. moscow prioritization

C. relative estimation

D. planning poker

Correct answer: A

Why: Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

B. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won’t have this time.

C. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

D. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

QUESTION 510 Agile | Task 5 | Moderate | Single answer

A facilitator asks participants to classify this concept: estimating work by comparison with other work rather than predicting absolute effort independently? Which label is correct?

A. relative estimation

B. weighted shortest job first

C. planning poker

D. moscow prioritization

Correct answer: A

Why: Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

B. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

C. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

D. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won’t have this time.

QUESTION 511 Agile | Task 5 | Easy | Single answer

The project team needs a common name for a consensus-based relative estimation technique using simultaneous private estimates followed by discussion? Which term should it use?

A. moscow prioritization

B. relative estimation

C. weighted shortest job first

D. planning poker

Correct answer: D

Why: Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

A. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won’t have this time.

B. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

C. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

QUESTION 512 Agile | Task 5 | Difficult | Single answer

Stakeholders need a shared vocabulary for essential and deferrable release scope. Which concept or artifact best fits this need?

A. Planning Poker

B. Weighted Shortest Job First

C. MoSCoW prioritization

D. Relative Estimation

Correct answer: C

Why: MoSCoW prioritization is classification of work as Must have, Should have, Could have, or Won't have this time.

A. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

B. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

D. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

QUESTION 513 Agile | Task 5 | Moderate | Single answer

A scaled product group wants to favor economically urgent work that can be completed relatively quickly. Which concept or artifact best fits this need?

A. moscow prioritization

B. relative estimation

C. weighted shortest job first

D. planning poker

Correct answer: C

Why: Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

A. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time.

B. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

D. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

QUESTION 514 Agile | Task 5 | Moderate | Single answer

A team compares backlog items with a reference story using points. Which concept or artifact best fits this need?

A. weighted shortest job first

B. moscow prioritization

C. planning poker

D. relative estimation

Correct answer: D

Why: Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

A. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

B. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time.

C. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

QUESTION 515 Agile | Task 5 | Moderate | Single answer

Team estimates differ widely and members need to reveal assumptions without anchoring. Which concept or artifact best fits this need?

A. moscow prioritization

B. weighted shortest job first

C. planning poker

D. relative estimation

Correct answer: C

Why: Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

A. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time.

B. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

D. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently.

QUESTION 516 Agile | Task 5 | Moderate | Multiple response

Which two statements about MoSCoW prioritization are accurate? Select two.

A. It is classification of work as Must have, Should have, Could have, or Won't have this time.

B. Estimates express relative size and uncertainty.

C. It is prioritization that divides cost of delay by job size or duration.

D. Minimum viability is distinguished from desirable scope.

Correct answer: A, D

Why: Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time. Minimum viability is distinguished from desirable scope.

B. Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently. Estimates express relative size and uncertainty.

C. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

QUESTION 517 Agile | Task 5 | Moderate | Single answer

Which statement about weighted shortest job first is correct?

A. It is estimating work by comparison with other work rather than predicting absolute effort independently.

B. It is prioritization that divides cost of delay by job size or duration.

C. It is classification of work as Must have, Should have, Could have, or Won't have this time.

D. It is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

Correct answer: B

Why: Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

A. That statement defines relative estimation, not weighted shortest job first.

C. That statement defines MoSCoW prioritization, not weighted shortest job first.

D. That statement defines planning poker, not weighted shortest job first.

QUESTION 518 Agile | Task 5 | Easy | Multiple response

Which two statements about relative estimation are accurate? Select two.

A. Minimum viability is distinguished from desirable scope.

B. It is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

C. It is estimating work by comparison with other work rather than predicting absolute effort independently.

D. Estimates express relative size and uncertainty.

Correct answer: C, D

Why: Relative estimation is estimating work by comparison with other work rather than predicting absolute effort independently. Estimates express relative size and uncertainty.

A. Moscow prioritization is classification of work as Must have, Should have, Could have, or Won't have this time. Minimum viability is distinguished from desirable scope.

B. Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

QUESTION 519 Agile | Task 5 | Moderate | Single answer

Which statement about planning poker is correct?

A. It is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

B. It is prioritization that divides cost of delay by job size or duration.

C. It is classification of work as Must have, Should have, Could have, or Won't have this time.

D. It is estimating work by comparison with other work rather than predicting absolute effort independently.

Correct answer: A

Why: Planning poker is a consensus-based relative estimation technique using simultaneous private estimates followed by discussion.

B. That statement defines weighted shortest job first, not planning poker.

C. That statement defines MoSCoW prioritization, not planning poker.

D. That statement defines relative estimation, not planning poker.

QUESTION 520 Business Analysis | Task 1 | Difficult | Single answer

While checking terminology, a reviewer reads: "the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value?" What is the correct term?

A. customer

B. business analyst

C. end user

D. regulator

Correct answer: B

Why: Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

A. Customer is the person or organization that purchases, commissions, or receives a product or service.

C. End user is the person who directly interacts with or operates the delivered solution.

D. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

QUESTION 521 Business Analysis | Task 1 | Moderate | Single answer

An artifact uses the description "a stakeholder with deep specialized knowledge of a business or technical domain?" Which term should replace the placeholder beside it?

A. end user

B. customer

C. subject matter expert

D. business analyst

Correct answer: C

Why: Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

A. End user is the person who directly interacts with or operates the delivered solution.

B. Customer is the person or organization that purchases, commissions, or receives a product or service.

D. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

QUESTION 522 Business Analysis | Task 1 | Moderate | Single answer

A facilitator asks participants to classify this concept: the person or organization that purchases, commissions, or receives a product or service? Which label is correct?

A. customer

B. regulator

C. end user

D. subject matter expert

Correct answer: A

Why: Customer is the person or organization that purchases, commissions, or receives a product or service.

B. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

C. End user is the person who directly interacts with or operates the delivered solution.

D. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

QUESTION 523 Business Analysis | Task 1 | Moderate | Single answer

The project team needs a common name for the person who directly interacts with or operates the delivered solution? Which term should it use?

A. customer

B. end user

C. subject matter expert

D. business analyst

Correct answer: B

Why: End user is the person who directly interacts with or operates the delivered solution.

A. Customer is the person or organization that purchases, commissions, or receives a product or service.

C. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

D. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

QUESTION 524 Business Analysis | Task 1 | Moderate | Single answer

In a knowledge check, which term corresponds to this description: an external stakeholder with authority to impose or enforce applicable rules?

A. regulator

B. business analyst

C. subject matter expert

D. end user

Correct answer: A

Why: Regulator is an external stakeholder with authority to impose or enforce applicable rules.

B. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

C. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

D. End user is the person who directly interacts with or operates the delivered solution.

QUESTION 525 Business Analysis | Task 1 | Easy | Single answer

An organization needs someone to investigate a business problem and connect needs to viable solution requirements. Which concept or artifact best fits this need?

A. subject matter expert

B. regulator

C. business analyst

D. customer

Correct answer: C

Why: Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

A. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

B. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

D. Customer is the person or organization that purchases, commissions, or receives a product or service.

QUESTION 526 Business Analysis | Task 1 | Moderate | Single answer

A regulatory calculation contains exceptions understood by only two tax specialists. Which concept or artifact best fits this need?

A. end user

B. subject matter expert

C. regulator

D. customer

Correct answer: B

Why: Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

A. End user is the person who directly interacts with or operates the delivered solution.

C. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

D. Customer is the person or organization that purchases, commissions, or receives a product or service.

QUESTION 527 Business Analysis | Task 1 | Moderate | Single answer

A corporate buyer funds a platform used daily by a different set of employees. Which concept or artifact best fits this need?

A. regulator

B. customer

C. business analyst

D. subject matter expert

Correct answer: B

Why: Customer is the person or organization that purchases, commissions, or receives a product or service.

A. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

C. Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

D. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

QUESTION 528 Business Analysis | Task 1 | Difficult | Single answer

Call-center agents will use a workflow purchased by corporate procurement. Which concept or artifact best fits this need?

A. subject matter expert

B. customer

C. end user

D. regulator

Correct answer: C

Why: End user is the person who directly interacts with or operates the delivered solution.

A. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

B. Customer is the person or organization that purchases, commissions, or receives a product or service.

D. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

QUESTION 529 Business Analysis | Task 1 | Moderate | Single answer

A national authority can reject a medical submission that does not meet legal requirements. Which concept or artifact best fits this need?

A. customer

B. regulator

C. subject matter expert

D. end user

Correct answer: B

Why: Regulator is an external stakeholder with authority to impose or enforce applicable rules.

A. Customer is the person or organization that purchases, commissions, or receives a product or service.

C. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

D. End user is the person who directly interacts with or operates the delivered solution.

QUESTION 530 Business Analysis | Task 1 | Moderate | Multiple response

Which two statements about business analyst are accurate? Select two.

A. It is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

B. It is a stakeholder with deep specialized knowledge of a business or technical domain.

C. Buyer needs are distinguished from end-user needs.

D. The proposed solution remains tied to business need and stakeholder value.

Correct answer: A, D

Why: Business analyst is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value. The proposed solution remains tied to business need and stakeholder value.

B. Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

C. Customer is the person or organization that purchases, commissions, or receives a product or service. Buyer needs are distinguished from end-user needs.

QUESTION 531 Business Analysis | Task 1 | Moderate | Single answer

Which statement about subject matter expert is correct?

A. It is the person who directly interacts with or operates the delivered solution.

B. It is the person or organization that purchases, commissions, or receives a product or service.

C. It is a stakeholder with deep specialized knowledge of a business or technical domain.

D. It is an external stakeholder with authority to impose or enforce applicable rules.

Correct answer: C

Why: Subject matter expert is a stakeholder with deep specialized knowledge of a business or technical domain.

A. That statement defines end user, not subject matter expert.

B. That statement defines customer, not subject matter expert.

D. That statement defines regulator, not subject matter expert.

QUESTION 532 Business Analysis | Task 1 | Easy | Multiple response

Which two statements about customer are accurate? Select two.

A. Mandatory compliance needs are identified and validated.

B. Buyer needs are distinguished from end-user needs.

C. It is the person or organization that purchases, commissions, or receives a product or service.

D. It is the person who directly interacts with or operates the delivered solution.

Correct answer: B, C

Why: Customer is the person or organization that purchases, commissions, or receives a product or service. Buyer needs are distinguished from end-user needs.

A. Regulator is an external stakeholder with authority to impose or enforce applicable rules.

D. End user is the person who directly interacts with or operates the delivered solution.

QUESTION 533 Business Analysis | Task 1 | Moderate | Single answer

Which statement about end user is correct?

A. It is an external stakeholder with authority to impose or enforce applicable rules.

B. It is the role responsible for enabling change by defining needs and recommending solutions that deliver stakeholder value.

C. It is the person who directly interacts with or operates the delivered solution.

D. It is the person or organization that purchases, commissions, or receives a product or service.

Correct answer: C

Why: End user is the person who directly interacts with or operates the delivered solution.

A. That statement defines regulator, not end user.

B. That statement defines business analyst, not end user.

D. That statement defines customer, not end user.

QUESTION 534 Business Analysis | Task 2 | Moderate | Single answer

A facilitator asks participants to classify this concept: information sent directly to selected recipients without confirming that it was understood? Which label is correct?

A. push communication

B. pull communication

C. communication model

D. requirements package

Correct answer: A

Why: Push communication is information sent directly to selected recipients without confirming that it was understood.

B. Pull communication is information placed in a repository for recipients to access when needed.

C. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

D. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

QUESTION 535 Business Analysis | Task 2 | Moderate | Single answer

The project team needs a common name for information placed in a repository for recipients to access when needed? Which term should it use?

A. communication model

B. push communication

C. requirements package

D. pull communication

Correct answer: D

Why: Pull communication is information placed in a repository for recipients to access when needed.

A. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

B. Push communication is information sent directly to selected recipients without confirming that it was understood.

C. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

QUESTION 536 Business Analysis | Task 2 | Difficult | Single answer

In a knowledge check, which term corresponds to this description: real-time multidirectional exchange that supports immediate feedback and clarification?

A. interactive communication

B. requirements package

C. push communication

D. pull communication

Correct answer: A

Why: Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

B. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

C. Push communication is information sent directly to selected recipients without confirming that it was understood.

D. Pull communication is information placed in a repository for recipients to access when needed.

QUESTION 537 Business Analysis | Task 2 | Moderate | Single answer

A new team member asks what to call a set of requirements and supporting information organized for a particular audience and purpose? Which response is correct?

A. requirements package

B. pull communication

C. communication model

D. interactive communication

Correct answer: A

Why: Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

B. Pull communication is information placed in a repository for recipients to access when needed.

C. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

D. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

QUESTION 538 Business Analysis | Task 2 | Moderate | Single answer

During document review, a definition reads “a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback?” Which term is being defined?

A. interactive communication

B. pull communication

C. communication model

D. push communication

Correct answer: C

Why: Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

A. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

B. Pull communication is information placed in a repository for recipients to access when needed.

D. Push communication is information sent directly to selected recipients without confirming that it was understood.

QUESTION 539 Business Analysis | Task 2 | Easy | Single answer

A standard status email is distributed to an identified stakeholder list. Which concept or artifact best fits this need?

A. pull communication

B. interactive communication

C. communication model

D. push communication

Correct answer: D

Why: Push communication is information sent directly to selected recipients without confirming that it was understood.

A. Pull communication is information placed in a repository for recipients to access when needed.

B. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

C. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

QUESTION 540 Business Analysis | Task 2 | Moderate | Single answer

A large audience can retrieve policies and detailed requirements from a searchable portal. Which concept or artifact best fits this need?

A. pull communication

B. interactive communication

C. requirements package

D. communication model

Correct answer: A

Why: Pull communication is information placed in a repository for recipients to access when needed.

B. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

C. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

D. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

QUESTION 541 Business Analysis | Task 2 | Moderate | Single answer

Teams must resolve ambiguous interface requirements across a video workshop. Which concept or artifact best fits this need?

A. requirements package

B. interactive communication

C. push communication

D. communication model

Correct answer: B

Why: Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

A. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

C. Push communication is information sent directly to selected recipients without confirming that it was understood.

D. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

QUESTION 542 Business Analysis | Task 2 | Moderate | Single answer

Executives need a decision summary while developers need models, rules, and acceptance detail. Which concept or artifact best fits this need?

A. requirements package

B. push communication

C. interactive communication

D. pull communication

Correct answer: A

Why: Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

B. Push communication is information sent directly to selected recipients without confirming that it was understood.

C. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification.

D. Pull communication is information placed in a repository for recipients to access when needed.

QUESTION 543 Business Analysis | Task 2 | Moderate | Single answer

A team is diagnosing why technical terms are misunderstood across language and discipline boundaries. Which concept or artifact best fits this need?

A. push communication

B. communication model

C. requirements package

D. pull communication

Correct answer: B

Why: Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

A. Push communication is information sent directly to selected recipients without confirming that it was understood.

C. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

D. Pull communication is information placed in a repository for recipients to access when needed.

QUESTION 544 Business Analysis | Task 2 | Difficult | Multiple response

Which two statements about push communication are accurate? Select two.

A. Information is delivered efficiently while follow-up may still be needed.

B. It is information sent directly to selected recipients without confirming that it was understood.

C. It is information placed in a repository for recipients to access when needed.

D. Meaning is tested and adjusted during the exchange.

Correct answer: A, B

Why: Push communication is information sent directly to selected recipients without confirming that it was understood. Information is delivered efficiently while follow-up may still be needed.

C. Pull communication is information placed in a repository for recipients to access when needed.

D. Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification. Meaning is tested and adjusted during the exchange.

QUESTION 545 Business Analysis | Task 2 | Moderate | Single answer

Which statement about pull communication is correct?

A. It is a set of requirements and supporting information organized for a particular audience and purpose.

B. It is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

C. It is real-time multidirectional exchange that supports immediate feedback and clarification.

D. It is information placed in a repository for recipients to access when needed.

Correct answer: D

Why: Pull communication is information placed in a repository for recipients to access when needed.

A. That statement defines requirements package, not pull communication.

B. That statement defines communication model, not pull communication.

C. That statement defines interactive communication, not pull communication.

QUESTION 546 Business Analysis | Task 2 | Easy | Multiple response

Which two statements about interactive communication are accurate? Select two.

A. Meaning is tested and adjusted during the exchange.

B. It is a set of requirements and supporting information organized for a particular audience and purpose.

C. It is real-time multidirectional exchange that supports immediate feedback and clarification.

D. Barriers and feedback points in communication are made explicit.

Correct answer: A, C

Why: Interactive communication is real-time multidirectional exchange that supports immediate feedback and clarification. Meaning is tested and adjusted during the exchange.

B. Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

D. Communication model is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

QUESTION 547 Business Analysis | Task 2 | Moderate | Single answer

Which statement about requirements package is correct?

A. It is information placed in a repository for recipients to access when needed.

B. It is a set of requirements and supporting information organized for a particular audience and purpose.

C. It is information sent directly to selected recipients without confirming that it was understood.

D. It is a representation of sender, encoding, message, medium, decoding, receiver, noise, and feedback.

Correct answer: B

Why: Requirements package is a set of requirements and supporting information organized for a particular audience and purpose.

A. That statement defines pull communication, not requirements package.

C. That statement defines push communication, not requirements package.

D. That statement defines communication model, not requirements package.

QUESTION 548 Business Analysis | Task 3 | Moderate | Single answer

In a knowledge check, which term corresponds to this description: a description of interactions between an actor and a system to achieve a goal, including alternate flows?

A. document analysis

B. interface analysis

C. prototype

D. use case

Correct answer: D

Why: Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

A. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

B. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

C. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

QUESTION 549 Business Analysis | Task 3 | Moderate | Single answer

A new team member asks what to call a partial representation used to explore, communicate, or validate a proposed solution? Which response is correct?

A. document analysis

B. user story

C. use case

D. prototype

Correct answer: D

Why: Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

A. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

B. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

C. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

QUESTION 550 Business Analysis | Task 3 | Moderate | Single answer

During document review, a definition reads “elicitation by examining existing policies, forms, contracts, manuals, or records?” Which term is being defined?

A. interface analysis

B. use case

C. user story

D. document analysis

Correct answer: D

Why: Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

A. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

B. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

C. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

Questions 551-600

QUESTION 551 Business Analysis | Task 3 | Moderate | Single answer

The phrase “analysis of interactions and information exchanged across systems, people, or organizational boundaries?” points to which project management concept?

A. prototype

B. interface analysis

C. document analysis

D. use case

Correct answer: B

Why: Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

A. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

C. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

D. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

QUESTION 552 Business Analysis | Task 3 | Difficult | Single answer

A practitioner records this description in the project glossary: “a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria?” Which term should label the entry?

A. user story

B. document analysis

C. prototype

D. interface analysis

Correct answer: A

Why: User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

B. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

C. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

D. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

QUESTION 553 Business Analysis | Task 3 | Easy | Single answer

Analysts need to capture normal and exception interactions for submitting an insurance claim. Which concept or artifact best fits this need?

A. interface analysis

B. document analysis

C. user story

D. use case

Correct answer: D

Why: Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

A. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

B. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

C. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

QUESTION 554 Business Analysis | Task 3 | Moderate | Single answer

Users cannot articulate dashboard needs until they can react to a visual mock-up. Which concept or artifact best fits this need?

A. document analysis

B. prototype

C. use case

D. user story

Correct answer: B

Why: Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

A. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

C. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

D. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

QUESTION 555 Business Analysis | Task 3 | Moderate | Single answer

A replacement system must preserve rules embedded in current procedures and regulatory forms. Which concept or artifact best fits this need?

A. use case

B. document analysis

C. prototype

D. interface analysis

Correct answer: B

Why: Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

A. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

C. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

D. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

QUESTION 556 Business Analysis | Task 3 | Moderate | Single answer

A payment platform must exchange fields and error responses with three external services. Which concept or artifact best fits this need?

A. use case

B. interface analysis

C. user story

D. document analysis

Correct answer: B

Why: Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

A. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

C. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

D. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

QUESTION 557 Business Analysis | Task 3 | Moderate | Single answer

An adaptive team needs a small value-focused statement for a customer capability. Which concept or artifact best fits this need?

A. use case

B. user story

C. prototype

D. document analysis

Correct answer: B

Why: User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

A. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

C. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

D. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records.

QUESTION 558 Business Analysis | Task 3 | Moderate | Multiple response

Which two statements about use case are accurate? Select two.

A. It is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

B. It is a partial representation used to explore, communicate, or validate a proposed solution.

C. Functional behavior is described from an actor-goal perspective.

D. Existing documented business rules and requirements are recovered.

Correct answer: A, C

Why: Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows. Functional behavior is described from an actor-goal perspective.

B. Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

D. Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records. Existing documented business rules and requirements are recovered.

QUESTION 559 Business Analysis | Task 3 | Moderate | Single answer

Which statement about prototype is correct?

A. It is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

B. It is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

C. It is a partial representation used to explore, communicate, or validate a proposed solution.

D. It is elicitation by examining existing policies, forms, contracts, manuals, or records.

Correct answer: C

Why: Prototype is a partial representation used to explore, communicate, or validate a proposed solution.

A. That statement defines use case, not prototype.

B. That statement defines interface analysis, not prototype.

D. That statement defines document analysis, not prototype.

QUESTION 560 Business Analysis | Task 3 | Difficult | Multiple response

Which two statements about document analysis are accurate? Select two.

A. Existing documented business rules and requirements are recovered.

B. It is elicitation by examining existing policies, forms, contracts, manuals, or records.

C. It is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

D. The need is framed around user, goal, and benefit.

Correct answer: A, B

Why: Document analysis is elicitation by examining existing policies, forms, contracts, manuals, or records. Existing documented business rules and requirements are recovered.

C. Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

D. User story is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

QUESTION 561 Business Analysis | Task 3 | Moderate | Single answer

Which statement about interface analysis is correct?

A. It is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

B. It is a concise expression of desired value from a user perspective, commonly supplemented by acceptance criteria.

C. It is elicitation by examining existing policies, forms, contracts, manuals, or records.

D. It is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

Correct answer: A

Why: Interface analysis is analysis of interactions and information exchanged across systems, people, or organizational boundaries.

B. That statement defines user story, not interface analysis.

C. That statement defines document analysis, not interface analysis.

D. That statement defines use case, not interface analysis.

QUESTION 562 Business Analysis | Task 4 | Moderate | Single answer

During document review, a definition reads “a high-level strategic focus that groups related product goals or initiatives?” Which term is being defined?

A. minimum viable product

B. roadmap horizon

C. product theme

D. epic

Correct answer: C

Why: Product theme is a high-level strategic focus that groups related product goals or initiatives.

A. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

B. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

D. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

QUESTION 563 Business Analysis | Task 4 | Moderate | Single answer

The phrase “a large body of valuable work that is too broad for one iteration and must be decomposed?” points to which project management concept?

A. roadmap horizon

B. epic

C. product theme

D. feature

Correct answer: B

Why: Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

A. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

C. Product theme is a high-level strategic focus that groups related product goals or initiatives.

D. Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

QUESTION 564 Business Analysis | Task 4 | Moderate | Single answer

A practitioner records this description in the project glossary: “a distinct product capability that provides value and can be decomposed into smaller requirements or stories?” Which term should label the entry?

A. epic

B. minimum viable product

C. feature

D. product theme

Correct answer: C

Why: Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

A. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

B. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

D. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 565 Business Analysis | Task 4 | Moderate | Single answer

During a concept review, the team must name the idea described as the smallest usable product that can test a value hypothesis and generate validated learning? Which term is accurate?

A. epic

B. roadmap horizon

C. product theme

D. minimum viable product

Correct answer: D

Why: Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

A. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

B. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

C. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 566 Business Analysis | Task 4 | Moderate | Single answer

The description “the time span and level of certainty represented by a product roadmap?” appears in a study note. Which project management term does it represent?

A. roadmap horizon

B. feature

C. epic

D. minimum viable product

Correct answer: A

Why: Roadmap horizon is the time span and level of certainty represented by a product roadmap.

B. Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

C. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

D. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

QUESTION 567 Business Analysis | Task 4 | Easy | Single answer

A roadmap groups retention, self-service, and trust as broad investment directions. Which concept or artifact best fits this need?

A. product theme

B. minimum viable product

C. feature

D. epic

Correct answer: A

Why: Product theme is a high-level strategic focus that groups related product goals or initiatives.

B. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

C. Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

D. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

QUESTION 568 Business Analysis | Task 4 | Difficult | Single answer

An adaptive roadmap contains “digital account opening” spanning many features and stories. Which concept or artifact best fits this need?

A. minimum viable product

B. epic

C. product theme

D. roadmap horizon

Correct answer: B

Why: Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

A. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

C. Product theme is a high-level strategic focus that groups related product goals or initiatives.

D. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

QUESTION 569 Business Analysis | Task 4 | Moderate | Single answer

A release will add biometric login as one recognizable customer capability. Which concept or artifact best fits this need?

A. epic

B. roadmap horizon

C. feature

D. product theme

Correct answer: C

Why: Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

A. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

B. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

D. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 570 Business Analysis | Task 4 | Moderate | Single answer

A startup wants the least capability needed to learn whether customers will pay for a service. Which concept or artifact best fits this need?

A. product theme

B. feature

C. minimum viable product

D. roadmap horizon

Correct answer: C

Why: Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

A. Product theme is a high-level strategic focus that groups related product goals or initiatives.

B. Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

D. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

QUESTION 571 Business Analysis | Task 4 | Moderate | Single answer

Near-term releases are detailed while distant possibilities remain broad and conditional. Which concept or artifact best fits this need?

A. product theme

B. roadmap horizon

C. minimum viable product

D. epic

Correct answer: B

Why: Roadmap horizon is the time span and level of certainty represented by a product roadmap.

A. Product theme is a high-level strategic focus that groups related product goals or initiatives.

C. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

D. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

QUESTION 572 Business Analysis | Task 4 | Moderate | Multiple response

Which two statements about product theme are accurate? Select two.

A. A meaningful capability is positioned within a release.

B. It is a high-level strategic focus that groups related product goals or initiatives.

C. Roadmap items connect to strategic product outcomes.

D. It is a large body of valuable work that is too broad for one iteration and must be decomposed.

Correct answer: B, C

Why: Product theme is a high-level strategic focus that groups related product goals or initiatives. Roadmap items connect to strategic product outcomes.

A. Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories. A meaningful capability is positioned within a release.

D. Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

QUESTION 573 Business Analysis | Task 4 | Moderate | Single answer

Which statement about epic is correct?

A. It is a high-level strategic focus that groups related product goals or initiatives.

B. It is a large body of valuable work that is too broad for one iteration and must be decomposed.

C. It is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

D. It is the time span and level of certainty represented by a product roadmap.

Correct answer: B

Why: Epic is a large body of valuable work that is too broad for one iteration and must be decomposed.

A. That statement defines product theme, not epic.

C. That statement defines feature, not epic.

D. That statement defines roadmap horizon, not epic.

QUESTION 574 Business Analysis | Task 4 | Easy | Multiple response

Which two statements about feature are accurate? Select two.

A. Roadmap precision decreases appropriately with distance and uncertainty.

B. It is the smallest usable product that can test a value hypothesis and generate validated learning.

C. A meaningful capability is positioned within a release.

D. It is a distinct product capability that provides value and can be decomposed into smaller requirements or stories.

Correct answer: C, D

Why: Feature is a distinct product capability that provides value and can be decomposed into smaller requirements or stories. A meaningful capability is positioned within a release.

A. Roadmap horizon is the time span and level of certainty represented by a product roadmap.

B. Minimum viable product is the smallest usable product that can test a value hypothesis and generate validated learning.

QUESTION 575 Business Analysis | Task 5 | Moderate | Single answer

The phrase “an approved version of requirements that can be changed only through agreed control procedures?” points to which project management concept?

A. just-enough documentation

B. rolling-wave requirements

C. backlog ownership

D. requirements baseline

Correct answer: D

Why: Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

A. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

B. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

C. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

QUESTION 576 Business Analysis | Task 5 | Difficult | Single answer

A practitioner records this description in the project glossary: “the minimum useful requirement detail needed to support shared understanding and near-term delivery?” Which term should label the entry?

A. just-enough documentation

B. continuous ba collaboration

C. requirements baseline

D. rolling-wave requirements

Correct answer: A

Why: Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

B. Continuous ba collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

C. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

D. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 577 Business Analysis | Task 5 | Moderate | Single answer

During a concept review, the team must name the idea described as progressive detailing of near-term requirements while future needs remain higher level? Which term is accurate?

A. just-enough documentation

B. continuous ba collaboration

C. rolling-wave requirements

D. requirements baseline

Correct answer: C

Why: Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

A. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

B. Continuous ba collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

D. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

QUESTION 578 Business Analysis | Task 5 | Moderate | Single answer

The description “clear accountability for ordering adaptive product work to maximize value?” appears in a study note. Which project management term does it represent?

A. just-enough documentation

B. requirements baseline

C. rolling-wave requirements

D. backlog ownership

Correct answer: D

Why: Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

A. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

B. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

C. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 579 Business Analysis | Task 5 | Moderate | Single answer

A team member explains ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs? Which term precisely captures that explanation?

A. Requirements Baseline

B. Backlog Ownership

C. Just-Enough Documentation

D. continuous BA collaboration

Correct answer: D

Why: Continuous ba collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

A. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

B. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

C. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

QUESTION 580 Business Analysis | Task 5 | Moderate | Single answer

A predictive project has formally approved requirements feeding design and contract work. Which concept or artifact best fits this need?

A. continuous ba collaboration

B. requirements baseline

C. just-enough documentation

D. rolling-wave requirements

Correct answer: B

Why: Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

A. Continuous ba collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

C. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

D. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 581 Business Analysis | Task 5 | Easy | Single answer

An adaptive team documents acceptance and essential rules without producing unused exhaustive specifications. Which concept or artifact best fits this need?

A. continuous ba collaboration

B. backlog ownership

C. rolling-wave requirements

D. just-enough documentation

Correct answer: D

Why: Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

A. Continuous ba collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

B. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

C. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 582 Business Analysis | Task 5 | Moderate | Single answer

A hybrid initiative knows later capabilities broadly but refines only the next release in detail. Which concept or artifact best fits this need?

A. backlog ownership

B. requirements baseline

C. just-enough documentation

D. rolling-wave requirements

Correct answer: D

Why: Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

A. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

B. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

C. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

QUESTION 583 Business Analysis | Task 5 | Moderate | Single answer

Several stakeholders are bypassing one another and giving conflicting priorities directly to developers. Which concept or artifact best fits this need?

A. just-enough documentation

B. backlog ownership

C. requirements baseline

D. rolling-wave requirements

Correct answer: B

Why: Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

A. Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

C. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

D. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 584 Business Analysis | Task 5 | Difficult | Single answer

Feedback from each increment changes upcoming stories and acceptance criteria. Which concept or artifact best fits this need?

A. Requirements Baseline

B. Backlog Ownership

C. Rolling-Wave Requirements

D. continuous BA collaboration

Correct answer: D

Why: Continuous BA collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

A. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

B. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

C. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level.

QUESTION 585 Business Analysis | Task 5 | Moderate | Multiple response

Which two statements about requirements baseline are accurate? Select two.

A. It is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

B. Changes remain traceable and downstream impacts are assessed.

C. Analysis effort follows current knowledge and decision timing.

D. It is an approved version of requirements that can be changed only through agreed control procedures.

Correct answer: B, D

Why: Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures. Changes remain traceable and downstream impacts are assessed.

A. Just-enough documentation is sufficient for the decision and delivery need; it does not mean no documentation.

C. Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level. Analysis effort follows current knowledge and decision timing.

QUESTION 586 Business Analysis | Task 5 | Moderate | Single answer

Which statement about just-enough documentation is correct?

A. It is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

B. It is progressive detailing of near-term requirements while future needs remain higher level.

C. It is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

D. It is clear accountability for ordering adaptive product work to maximize value.

Correct answer: C

Why: Just-enough documentation is the minimum useful requirement detail needed to support shared understanding and near-term delivery.

A. That statement defines continuous BA collaboration, not just-enough documentation.

B. That statement defines rolling-wave requirements, not just-enough documentation.

D. That statement defines backlog ownership, not just-enough documentation.

QUESTION 587 Business Analysis | Task 5 | Moderate | Multiple response

Which two statements about rolling-wave requirements are accurate? Select two.

A. Requirements remain aligned with learning throughout delivery.

B. It is clear accountability for ordering adaptive product work to maximize value.

C. It is progressive detailing of near-term requirements while future needs remain higher level.

D. Analysis effort follows current knowledge and decision timing.

Correct answer: C, D

Why: Rolling-wave requirements is progressive detailing of near-term requirements while future needs remain higher level. Analysis effort follows current knowledge and decision timing.

A. Continuous BA collaboration is ongoing work with stakeholders and delivery teams to discover, refine, validate, and adapt needs.

B. Backlog ownership is clear accountability for ordering adaptive product work to maximize value.

QUESTION 588 Business Analysis | Task 6 | Easy | Single answer

A practitioner records this description in the project glossary: “checking that requirements are well formed, complete, consistent, feasible, and testable?” Which term should label the entry?

A. transition requirement

B. traceability coverage

C. requirements verification

D. requirements validation

Correct answer: C

Why: Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

A. Transition requirement is a temporary capability needed to move from the current state to the future state.

B. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

D. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

QUESTION 589 Business Analysis | Task 6 | Moderate | Single answer

During a concept review, the team must name the idea described as confirming that requirements represent the actual stakeholder and business needs? Which term is accurate?

A. requirements validation

B. requirements verification

C. solution acceptance

D. traceability coverage

Correct answer: A

Why: Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

B. Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

C. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

D. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

QUESTION 590 Business Analysis | Task 6 | Moderate | Single answer

The description “a temporary capability needed to move from the current state to the future state?” appears in a study note. Which project management term does it represent?

A. traceability coverage

B. requirements validation

C. transition requirement

D. requirements verification

Correct answer: C

Why: Transition requirement is a temporary capability needed to move from the current state to the future state.

A. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

B. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

D. Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

QUESTION 591 Business Analysis | Task 6 | Moderate | Single answer

A team member explains formal confirmation that a delivered solution or component satisfies agreed acceptance conditions? Which term precisely captures that explanation?

A. transition requirement

B. solution acceptance

C. requirements validation

D. traceability coverage

Correct answer: B

Why: Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

A. Transition requirement is a temporary capability needed to move from the current state to the future state.

C. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

D. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

QUESTION 592 Business Analysis | Task 6 | Difficult | Single answer

While checking terminology, a reviewer reads: “evidence that requirements are linked to sources, solution components, verification, and status?” What is the correct term?

A. traceability coverage

B. solution acceptance

C. transition requirement

D. requirements validation

Correct answer: A

Why: Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

B. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

C. Transition requirement is a temporary capability needed to move from the current state to the future state.

D. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

QUESTION 593 Business Analysis | Task 6 | Moderate | Single answer

A review finds vague, contradictory, and non-testable requirement statements before approval. Which concept or artifact best fits this need?

A. transition requirement

B. solution acceptance

C. requirements validation

D. requirements verification

Correct answer: D

Why: Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

A. Transition requirement is a temporary capability needed to move from the current state to the future state.

B. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

C. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

QUESTION 594 Business Analysis | Task 6 | Moderate | Single answer

A precise requirement is challenged because it would not solve the customer’s real problem. Which concept or artifact best fits this need?

A. requirements verification

B. transition requirement

C. requirements validation

D. solution acceptance

Correct answer: C

Why: Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

A. Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

B. Transition requirement is a temporary capability needed to move from the current state to the future state.

D. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

QUESTION 595 Business Analysis | Task 6 | Easy | Single answer

One-time data conversion and user training are required only during deployment. Which concept or artifact best fits this need?

A. transition requirement

B. requirements verification

C. traceability coverage

D. requirements validation

Correct answer: A

Why: Transition requirement is a temporary capability needed to move from the current state to the future state.

B. Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

C. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

D. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

QUESTION 596 Business Analysis | Task 6 | Moderate | Single answer

An authorized customer representative reviews evidence and approves a release. Which concept or artifact best fits this need?

A. traceability coverage

B. solution acceptance

C. requirements validation

D. transition requirement

Correct answer: B

Why: Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

A. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

C. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

D. Transition requirement is a temporary capability needed to move from the current state to the future state.

QUESTION 597 Business Analysis | Task 6 | Moderate | Single answer

A release review must expose any approved requirement lacking an implemented and passed test. Which concept or artifact best fits this need?

A. solution acceptance

B. requirements validation

C. requirements verification

D. traceability coverage

Correct answer: D

Why: Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

A. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

B. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

C. Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable.

QUESTION 598 Business Analysis | Task 6 | Moderate | Multiple response

Which two statements about requirements verification are accurate? Select two.

A. The organization can adopt the solution even though the requirement is not permanent.

B. It is checking that requirements are well formed, complete, consistent, feasible, and testable.

C. It is confirming that requirements represent the actual stakeholder and business needs.

D. Requirement quality problems are corrected before solution validation.

Correct answer: B, D

Why: Requirements verification is checking that requirements are well formed, complete, consistent, feasible, and testable. Requirement quality problems are corrected before solution validation.

A. Transition requirement is a temporary capability needed to move from the current state to the future state. The organization can adopt the solution even though the requirement is not permanent.

C. Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

QUESTION 599 Business Analysis | Task 6 | Moderate | Single answer

Which statement about requirements validation is correct?

A. It is evidence that requirements are linked to sources, solution components, verification, and status.

B. It is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

C. It is checking that requirements are well formed, complete, consistent, feasible, and testable.

D. It is confirming that requirements represent the actual stakeholder and business needs.

Correct answer: D

Why: Requirements validation is confirming that requirements represent the actual stakeholder and business needs.

A. That statement defines traceability coverage, not requirements validation.

B. That statement defines solution acceptance, not requirements validation.

C. That statement defines requirements verification, not requirements validation.

QUESTION 600 Business Analysis | Task 6 | Difficult | Multiple response

Which two statements about transition requirement are accurate? Select two.

A. Gaps between need, implementation, and test are visible before delivery.

B. It is a temporary capability needed to move from the current state to the future state.

C. The organization can adopt the solution even though the requirement is not permanent.

D. It is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

Correct answer: B, C

Why: Transition requirement is a temporary capability needed to move from the current state to the future state. The organization can adopt the solution even though the requirement is not permanent.

A. Traceability coverage is evidence that requirements are linked to sources, solution components, verification, and status.

D. Solution acceptance is formal confirmation that a delivered solution or component satisfies agreed acceptance conditions.

Questions 601-650

QUESTION 601 Fundamentals | Task 1 | Moderate | Single answer

A generics manufacturer is producing a medicine whose formulation, process parameters and regulatory dossier are already fully documented from the originator product. Which delivery approach fits this work best?

A. Adaptive, so the formulation can evolve each iteration

B. Predictive, because scope and method are known and stable up front

C. Agile, because regulators expect frequent releases

D. Extreme programming, because the work is technical

Correct answer: B

Why: A predictive approach suits work where requirements, technology and method are well understood and unlikely to change, so the plan can be built in detail before execution.

A. There is nothing to discover iteratively; the formulation is fixed by the reference product.

B. Stable, well-documented scope is the classic condition for a plan-based approach.

C. Frequent releases add no value when the output is a single validated formulation.

D. XP is a software engineering practice set, not a fit for pharmaceutical manufacturing.

QUESTION 602 Fundamentals | Task 1 | Easy | Single answer

A studio is building a mobile game and intends to reshape features every few weeks based on what closed beta players actually do. Which life cycle matches this intent?

A. Predictive

B. Adaptive

C. Phase-gated waterfall

D. Operational

Correct answer: B

Why: An adaptive life cycle plans short cycles and re-plans from feedback, which is exactly what continuous beta input requires.

A. A predictive plan locks scope early and treats change as an exception.

B. Frequent feedback driving scope change is the defining condition for adaptive delivery.

C. Gates between large phases delay the feedback the studio depends on.

D. Operations is ongoing repetitive work, not a project life cycle.

QUESTION 603 Fundamentals | Task 1 | Moderate | Single answer

A utility's metering programme has fixed, regulated civil works at the front end and a customer app whose features will change with user research. Which approach should the project manager propose?

A. Fully predictive for the whole programme

B. Fully adaptive for the whole programme

C. Hybrid, applying each approach where its conditions hold

D. Operations management

Correct answer: C

Why: A hybrid approach applies a predictive approach to the stable, regulated portion and an adaptive approach to the portion where requirements will emerge.

A. It would force the app scope to be frozen before user research is done.

B. Regulated civil works cannot have their scope renegotiated iteration by iteration.

C. Mixed conditions across one project are the standard case for hybrid.

D. This is temporary work producing a unique result, so it is a project.

QUESTION 604 Fundamentals | Task 1 | Moderate | Single answer

A vendor ships its platform four times a year. Each release is fully usable on its own and adds capabilities the previous release did not have. Which delivery pattern is this?

A. Iterative

B. Incremental

C. Predictive

D. Continuous operations

Correct answer: B

Why: Incremental delivery adds usable capability with each release, so the customer receives successively more complete functionality.

A. Iterative work refines the same functionality through successive passes rather than adding new usable pieces.

B. Each release is usable and adds new capability, which is the definition of incremental.

C. Predictive describes planning style, not the pattern of delivery to the customer.

D. Operations sustains the product; this is development work.

QUESTION 605 Fundamentals | Task 1 | Moderate | Single answer

A design team builds a rough version of a dashboard, tests it with users, reworks the same dashboard, tests again, and repeats until it performs well enough. What is this pattern called?

A. Incremental

B. Iterative

C. Predictive

D. Fast tracking

Correct answer: B

Why: Iterative development repeatedly refines the same deliverable until it reaches the required level of quality or fit.

A. Incremental adds new usable pieces rather than reworking one piece.

B. Repeated refinement of the same item through successive passes is iterative.

C. Predictive planning would specify the dashboard fully before building it.

D. Fast tracking is a schedule compression technique, not a development approach.

QUESTION 606 Fundamentals | Task 1 | Easy | Single answer

A plant superintendent spends her day balancing shift rosters and keeping the packaging line running at target throughput. What kind of work is she managing?

A. A project

B. A program

C. Operations

D. A portfolio

Correct answer: C

Why: Ongoing, repetitive work that sustains the business is operations; it has no defined end and produces no unique result.

A. A project is temporary and creates a unique product, service or result.

B. A program coordinates related projects for shared benefits.

C. Sustaining daily throughput is ongoing operational work.

D. A portfolio is a collection of work aligned to strategy.

QUESTION 607 Fundamentals | Task 1 | Easy | Single answer

An administrator is asked to organise the company's annual safety conference, which takes place once, on a set date, and then the team disbands. What is she managing?

A. Operations

B. A project

C. A functional department

D. A steady-state service

Correct answer: B

Why: The work is temporary, has a defined end and produces a unique result, so it is a project.

A. Operations continue indefinitely rather than ending on a set date.

B. Temporary effort with a unique outcome is a project.

C. A department is an organisational unit, not a piece of work.

D. A steady-state service runs continuously without a planned end.

QUESTION 608 Fundamentals | Task 1 | Moderate | Single answer

A bank's investment committee reviews every proposed initiative each quarter and funds only those that advance the published strategy, regardless of whether the initiatives relate to each other. What are they managing?

A. A program

B. A portfolio

C. A single project

D. A product backlog

Correct answer: B

Why: A portfolio groups projects, programs and other work by strategic fit and funding decisions; the components need not be interdependent.

A. A program requires related components managed together for shared benefits.

B. Strategic selection and funding across unrelated work is portfolio management.

C. Several separate initiatives are being considered, not one project.

D. A product backlog orders work within a single product.

QUESTION 609 Fundamentals | Task 1 | Easy | Single answer

Stakeholders want to see the named stages the project will pass through, in order, from authorisation to handover. What should the project manager show them?

A. The work breakdown structure

B. The project life cycle

C. The risk register

D. The stakeholder register

Correct answer: B

Why: The project life cycle describes the series of phases a project passes through from start to completion.

A. The WBS decomposes deliverables, not the sequence of phases.

B. The life cycle is the ordered set of phases the project moves through.

C. The risk register lists threats and opportunities.

D. The stakeholder register records who the stakeholders are.

QUESTION 610 Fundamentals | Task 1 | Moderate | Single answer

At the end of the concept phase, a steering committee formally decides whether the project continues to the next phase, is reworked or is cancelled. What is this decision point called?

A. A change control board meeting

B. A phase gate

C. A project kickoff meeting

D. A benefits realization review

Correct answer: B

Why: A phase gate is a review at the end of a phase where a go, no-go or rework decision is taken before further investment.

A. A change board decides change requests, not whether a phase should continue.

B. An end-of-phase continue/stop decision is a phase gate.

C. Kickoff aligns participants at the start rather than authorizing the next phase.

D. Benefits review measures outcomes; a gate decides whether to proceed.

QUESTION 611 Fundamentals | Task 1 | Moderate | Single answer

A regional airline must reconfigure its booking, check-in and loyalty systems over three years with several hundred staff across many teams. Which scaled framework is designed for coordinating many agile teams on one large undertaking?

A. Scrum for a single team

B. A scaled agile framework such as SAFe

C. Kanban for one support queue

D. Extreme programming pairs

Correct answer: B

Why: Scaled frameworks exist to align many agile teams working towards a common outcome, coordinating planning, dependencies and releases.

A. Single-team Scrum has no built-in mechanism for cross-team alignment at this size.

B. Scaled frameworks are purpose-built for multi-team coordination.

C. Kanban manages flow in a queue but does not solve multi-team alignment by itself.

D. Pair programming is an engineering practice, not a coordination framework.

QUESTION 612 Fundamentals | Task 1 | Moderate | Single answer

A helpdesk handles faults that arrive unpredictably and vary greatly in effort. The team wants to finish what is in progress before pulling more work. Which method fits best?

A. Scrum with two-week sprints

B. Kanban with work-in-progress limits

C. A predictive baseline schedule

D. A phase-gated life cycle

Correct answer: B

Why: Kanban visualises flow and limits work in progress, which suits continuous, unpredictable arrival of work better than fixed-length iterations.

A. Fixed sprint commitments are hard to honour when arrival and size are unpredictable.

B. Flow-based pull with WIP limits matches unplanned, variable demand.

C. A baseline schedule assumes known work, which does not exist here.

D. Gates suit staged development, not continuous support demand.

QUESTION 613 Fundamentals | Task 1 | Moderate | Single answer

A software firm must change its product to satisfy a new data protection statute whose obligations are published in full and take effect on a fixed date. Which approach is most suitable?

A. Adaptive, because legislation is complex

B. Predictive, because the requirements and deadline are fixed and known

C. Kanban, because compliance work arrives randomly

D. Exploratory prototyping

Correct answer: B

Why: When requirements are fully specified externally and the deadline is fixed, a plan-based approach lets the team schedule and control to a known target.

A. Complexity alone does not justify adaptive delivery when the requirements are already fixed.

B. Fixed, published requirements with a hard date favour predictive planning.

C. The work is a known, bounded scope, not a random arrival stream.

D. There is nothing to discover; the obligations are already stated.

QUESTION 614 Fundamentals | Task 1 | Moderate | Single answer

A production house is making a sequel that reuses the established characters, sets and shooting method of the original film. Which approach should they choose?

A. Adaptive

B. Predictive

C. Scrum

D. Lean startup experiments

Correct answer: B

Why: When the product and the method closely mirror a completed effort, uncertainty is low and a plan-based approach is appropriate.

A. Adaptive delivery pays off under high uncertainty, which is not present here.

B. Low novelty and a proven method favour predictive planning.

C. Scrum is built for emerging requirements and frequent re-planning.

D. There is no unvalidated hypothesis to test.

QUESTION 615 Fundamentals | Task 1 | Difficult | Multiple response

Which two conditions most strongly indicate that an adaptive approach should be preferred over a predictive one? (Choose two)

A. Requirements are expected to change as users respond to early releases

B. The regulatory specification is complete and frozen

C. The team can deliver usable slices of value frequently

D. The contract fixes the full scope, price and completion date

Correct answer: A, C

Why: Adaptive delivery is favoured when requirements will emerge and when value can be delivered in small, frequent, usable slices that generate feedback.

A. Emerging requirements are the primary driver for adaptive delivery.

B. A frozen specification removes the need to adapt.

C. The ability to release small usable increments is what makes feedback loops possible.

D. A fully fixed scope-price-date contract pushes towards plan-based control.

QUESTION 616 Fundamentals | Task 1 | Moderate | Single answer

A sponsor asks why the project is worth funding and what measurable benefit the organisation will receive. Which concept is she asking about?

A. Business value

B. Scope baseline

C. Resource calendar

D. Work performance data

Correct answer: A

Why: Business value is the quantifiable net benefit an organisation gains from the project's outputs, and it is the basis for authorising and continuing the work.

A. The question is about the measurable benefit delivered, which is business value.

B. The scope baseline defines the work, not the benefit.

C. A resource calendar shows availability of resources.

D. Work performance data are raw observations from execution.

QUESTION 617 Fundamentals | Task 1 | Moderate | Single answer

A team installs a new queue management system in a clinic. Six weeks later, average patient waiting time has fallen by a third. Which term describes the reduced waiting time?

A. A deliverable

B. An outcome

C. An output

D. A milestone

Correct answer: B

Why: The system is the deliverable or output; the change in performance that results from using it is the outcome.

A. The deliverable is the installed system itself.

B. The resulting change in performance is the outcome.

C. The output is the thing produced, not the effect of using it.

D. A milestone is a significant point in the schedule.

QUESTION 618 Fundamentals | Task 1 | Moderate | Multiple response

A project manager is told that neither the delivery date nor the approved funding may move. Which two aspects of the project are therefore most directly constrained? (Choose two)

A. Schedule

B. Team morale

C. Budget

D. Stakeholder interest

Correct answer: A, C

Why: A fixed date constrains the schedule and fixed funding constrains the budget; both then limit what scope and quality can be achieved.

A. A fixed completion date is a schedule constraint.

B. Morale may be affected, but it is not a project constraint dimension.

C. Fixed approved funding is a cost constraint.

D. Stakeholder interest is an engagement consideration, not a constraint.

QUESTION 619 Fundamentals | Task 1 | Moderate | Single answer

During planning the team records that the permitting authority will respond within 15 working days, although this has not been confirmed. Where should this belief be captured and tracked?

A. The issue log

B. The assumption log

C. The lessons learned register

D. The quality metrics

Correct answer: B

Why: Beliefs held to be true for planning purposes but not yet confirmed are recorded in the assumption log so they can be validated and monitored.

A. The issue log holds matters that have already occurred and need resolution.

B. Unconfirmed planning beliefs belong in the assumption log.

C. Lessons learned capture knowledge gained for reuse.

D. Quality metrics define how quality will be measured.

QUESTION 620 Fundamentals | Task 1 | Moderate | Single answer

A small internal project is required by the organisation's methodology to produce eleven separate plan documents, most of which would be one paragraph long. What should the project manager do?

A. Produce all eleven regardless, to satisfy the methodology

B. Tailor the approach, agreeing with governance which artefacts add value at this size

C. Skip planning documentation entirely

D. Escalate to the sponsor to cancel the methodology

Correct answer: B

Why: Tailoring adapts the approach, governance and artefacts to the size, complexity and risk of the specific project, and is agreed rather than assumed.

A. Producing artefacts with no value adds cost without benefit.

B. Agreed tailoring right-sizes the approach for the project.

C. Abandoning planning removes control rather than right-sizing it.

D. The methodology is not the problem; its unmodified application to a small project is.

QUESTION 621 Fundamentals | Task 1 | Moderate | Single answer

A project finished on time and within budget, but the new service is used by only a fraction of the intended staff. How should the project's success best be judged?

A. Successful, because cost and schedule targets were met

B. Partly successful at best, because the intended benefits are not being realised

C. Successful, because scope was delivered as specified

D. It cannot be judged until the warranty period ends

Correct answer: B

Why: Success is measured against intended benefits and outcomes as well as cost, schedule and scope; low adoption means the value case is not being met.

A. Cost and schedule performance alone do not establish that value was delivered.

B. Benefit realisation is part of how success is judged.

C. Delivering the specified scope does not guarantee the benefit.

D. Adoption can and should be measured now.

QUESTION 622 Fundamentals | Task 1 | Moderate | Single answer

Early estimates for a plant upgrade carry a wide range. As design advances, the same estimates are refined and narrowed. What principle is being applied?

A. Progressive elaboration

B. Fast tracking

C. Rolling wave contracting

D. Scope creep

Correct answer: A

Why: Progressive elaboration means detail and accuracy increase as more information becomes available through the life of the project.

A. Increasing detail and accuracy over time is progressive elaboration.

B. Fast tracking overlaps activities to shorten the schedule.

C. That is not a standard term for this behaviour.

D. Scope creep is uncontrolled growth of scope, not refinement of estimates.

QUESTION 623 Fundamentals | Task 1 | Difficult | Single answer

An organisation wants each funded initiative to be traceable to a published strategic objective, with benefits tracked after handover. Which view of the organisation does this describe?

A. A value delivery system linking strategy, delivery and benefits

B. A functional hierarchy

C. A work breakdown structure

D. A procurement strategy

Correct answer: A

Why: A value delivery system describes how strategy, portfolios, programs, projects, operations and benefits connect so that delivered outputs produce intended value.

A. Traceability from strategy through delivery to realised benefits describes a value delivery system.

B. A functional hierarchy describes reporting lines, not value flow.

C. A WBS decomposes one project's scope.

D. Procurement strategy covers how goods and services are acquired.

QUESTION 624 Fundamentals | Task 1 | Moderate | Single answer

A device remains on the market for twelve years, during which several projects add features and one project finally withdraws it. How do the project and product life cycles relate?

A. They are the same thing

B. Several project life cycles can occur within one longer product life cycle

C. The product life cycle sits inside the project life cycle

D. Products have no life cycle

Correct answer: B

Why: A product life cycle spans the product's existence from concept to retirement, and may contain many separate projects along the way.

A. They cover different spans and purposes.

B. Multiple projects typically occur across a single product life cycle.

C. The relationship is the other way round.

D. Products do have a life cycle from introduction to retirement.

QUESTION 625 Fundamentals | Task 1 | Moderate | Single answer

Which of the following would most likely trigger the authorisation of a new project?

A. Routine monthly maintenance of existing equipment

B. A new legal requirement the organisation must comply with

C. A supervisor rewriting an existing shift roster

D. Daily replenishment of consumable stock

Correct answer: B

Why: Projects are typically initiated by drivers such as regulatory requirements, market demand, business need, customer request or technological advance.

A. Routine maintenance is operational work.

B. A new legal obligation is a common project driver.

C. Adjusting a roster is ongoing operational supervision.

D. Replenishment is repetitive operational activity.

QUESTION 626 Fundamentals | Task 1 | Moderate | Single answer

A contractor is building a warehouse to a fully approved design with an agreed bill of quantities and a fixed handover date. Which statement best describes the appropriate control emphasis?

A. Re-prioritise the backlog each iteration

B. Manage to the baselines and control change formally

C. Avoid documenting variances

D. Let the crew self-select the next work item daily

Correct answer: B

Why: With fully defined scope and fixed dates, control is exercised against scope, schedule and cost baselines, with changes handled through formal change control.

A. There is no backlog to re-prioritise; scope is fixed by the approved design.

B. Baseline management plus formal change control is the predictive control emphasis.

C. Variance documentation is central to predictive control.

D. Self-selection of work is an adaptive team practice, not appropriate to a fixed construction sequence.

QUESTION 627 Fundamentals | Task 2 | Easy | Single answer

An animation studio is splitting a feature film into storyboarding, voice recording, animation and post-production, then splitting each of those further into smaller packages of work. Which planning artefact are they building?

A. A resource breakdown structure

B. A work breakdown structure

C. An organizational chart

D. A code of accounts

Correct answer: B

Why: A work breakdown structure is a hierarchical decomposition of the total scope into progressively smaller, more manageable components.

A. A resource breakdown structure organises resources hierarchically by category and type, supporting planning and acquisition.

B. Hierarchical decomposition of total scope is the WBS.

C. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

D. Code of Accounts concerns assigning identifiers that connect WBS components to the organization's accounting and control structure.

QUESTION 628 Fundamentals | Task 2 | Moderate | Single answer

A project manager inherits a project whose WBS is complete, but the team keeps asking what each work package actually includes, who owns it and what the acceptance criteria are. Which document supplies that detail?

A. The scope statement

B. The WBS dictionary

C. The requirements baseline

D. The control account

Correct answer: B

Why: The WBS dictionary provides detailed information for each component, such as description of work, responsible party, assumptions, acceptance criteria and resources.

A. The project scope statement describes the scope, major deliverables, acceptance criteria, assumptions, constraints and explicit exclusions.

B. Package-level detail behind the WBS lives in the WBS dictionary.

C. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

D. Control Account concerns creating a management point where scope, schedule, budget, actual cost, and earned value can be integrated.

QUESTION 629 Fundamentals | Task 2 | Moderate | Multiple response

Which components together make up the scope baseline? (Choose three)

A. Project scope statement

B. Work breakdown structure

C. WBS dictionary

D. Cost management plan

Correct answer: A, B, C

Why: The scope baseline is the approved version of the project scope statement, the WBS and the WBS dictionary.

A. The approved scope statement is part of the scope baseline.

B. The approved WBS is part of the scope baseline.

C. The approved WBS dictionary is part of the scope baseline.

D. The cost management plan is a subsidiary plan, not part of the scope baseline.

QUESTION 630 Fundamentals | Task 2 | Moderate | Single answer

A team member wants to confirm what the project will explicitly not deliver before starting work on a request from a stakeholder. Which document states the boundaries and exclusions?

A. The project scope statement

B. The WBS dictionary

C. The requirements baseline

D. The scope management plan

Correct answer: A

Why: The project scope statement describes the scope, major deliverables, acceptance criteria, assumptions, constraints and explicit exclusions.

A. Boundaries and exclusions are documented in the scope statement.

B. The WBS dictionary provides detailed information for each component, such as description of work, responsible party, assumptions, acceptance criteria and resources.

C. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

D. Scope management plan is the component describing how scope will be defined, validated, and controlled.

QUESTION 631 Fundamentals | Task 2 | Moderate | Single answer

A newly appointed project manager needs a single authoritative document describing how the project will be executed, monitored, controlled and closed. Which document is this?

A. The project charter

B. The project management plan

C. The benefits management plan

D. The statement of work

Correct answer: B

Why: The project management plan integrates the subsidiary plans and baselines and describes how the project will be executed, monitored, controlled and closed.

A. The charter authorises the project and appoints the project manager; it does not describe execution in detail.

B. The integrated how-to document is the project management plan.

C. The benefits management plan covers how and when benefits will be realised.

D. A statement of work describes products or services to be supplied.

QUESTION 632 Fundamentals | Task 2 | Moderate | Single answer

Which of the following would you least expect to find in a project charter?

A. High-level project purpose and objectives

B. Identification of the sponsor and the assigned project manager

C. A line-by-line breakdown of every cost element

D. Summary milestone schedule

Correct answer: C

Why: The charter is a high-level authorising document. Detailed cost breakdowns are produced later during planning, in the cost baseline and supporting estimates.

A. Purpose and objectives are core charter content.

B. The charter names the sponsor and authorises the project manager.

C. Line-by-line cost detail belongs to planning outputs, not the charter.

D. A summary milestone schedule is typical charter content.

QUESTION 633 Fundamentals | Task 2 | Easy | Single answer

A coordinator joining an infrastructure project wants to know why the project exists, who the key stakeholders are and who has authority to commit resources. Which document should she read first?

A. The project charter

B. The business case

C. The project management plan

D. The benefits management plan

Correct answer: A

Why: The project charter formally authorises the project and records its purpose, objectives, high-level requirements, key stakeholders and the project manager's authority.

A. Purpose, stakeholders and authority are captured in the charter.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. The project management plan integrates the subsidiary plans and baselines and describes how the project will be executed, monitored, controlled and closed.

D. Benefits management plan is the document describing target benefits, measures, timing, assumptions, and accountable owners.

QUESTION 634 Fundamentals | Task 2 | Moderate | Single answer

A project coordinator needs the company's standard evacuation procedure to plan a site event. Where would this internally developed procedure be found?

A. Enterprise environmental factors

B. Organizational process assets

C. The project charter

D. The risk register

Correct answer: B

Why: Organizational process assets are the organisation's own plans, processes, procedures, templates and knowledge bases available for use on projects.

A. Enterprise environmental factors are conditions outside the project's control, such as market or regulatory conditions.

B. Internal procedures and templates are organizational process assets.

C. The charter authorises the project; it does not hold corporate procedures.

D. The risk register records identified risks.

QUESTION 635 Fundamentals | Task 2 | Difficult | Multiple response

Which two of the following are enterprise environmental factors rather than organizational process assets? (Choose two)

A. Government regulations that apply to the industry

B. The company's project closure checklist template

C. The prevailing market conditions for raw materials

D. The organisation's lessons learned repository

Correct answer: A, C

Why: Enterprise environmental factors are conditions that influence the project but are outside the team's control, such as regulation and market conditions. Templates and repositories are organizational process assets.

A. Regulation is an external condition the project must work within.

B. A closure checklist is an internally held process asset.

C. Market conditions are external influences on the project.

D. A lessons learned repository is a knowledge base owned by the organisation.

QUESTION 636 Fundamentals | Task 2 | Moderate | Single answer

A project manager wants a hierarchical listing of the project's resources grouped by category and type, so that allocation can be planned. Which artefact should she use?

A. Work breakdown structure

B. Resource breakdown structure

C. Risk breakdown structure

D. Organisational breakdown structure

Correct answer: B

Why: A resource breakdown structure organises resources hierarchically by category and type, supporting planning and acquisition.

A. The WBS decomposes deliverables and work, not resources.

B. A hierarchy of resources by category and type is the RBS.

C. A risk breakdown structure categorises sources of risk.

D. An organisational breakdown structure maps work to organisational units.

QUESTION 637 Fundamentals | Task 2 | Easy | Single answer

A stakeholder wants to know how often she will receive progress information and in what format. Which plan answers this?

A. Quality management plan

B. Communications management plan

C. Procurement management plan

D. Resource management plan

Correct answer: B

Why: The communications management plan defines what information is distributed, to whom, how often, in what format and by what method.

A. The quality management plan covers quality standards and activities.

B. Frequency, format and audience for information are defined in the communications management plan.

C. The procurement management plan governs purchasing.

D. The resource management plan covers acquiring and managing resources.

QUESTION 638 Fundamentals | Task 2 | Easy | Single answer

A team member wants to understand the formal route for proposing and approving a change to a project process. Which document describes that route?

A. The change management plan

B. The issue log

C. The milestone list

D. The team charter

Correct answer: A

Why: The change management plan describes how change requests are submitted, analysed, decided, recorded and implemented.

A. The process for raising and approving changes is set out in the change management plan.

B. The issue log records problems, not the change process.

C. The milestone list records significant schedule points.

D. The team charter sets team working agreements and behaviour norms.

QUESTION 639 Fundamentals | Task 2 | Easy | Single answer

Event organisers are unclear on how goods and services must be sourced and approved for their project. Which document should they consult?

A. The procurement management plan

B. The resource management plan

C. The project management plan

D. The change management plan

Correct answer: A

Why: The procurement management plan describes how procurement will be planned, conducted and controlled, including approvals and documentation requirements.

A. Sourcing rules and approval routes are in the procurement management plan.

B. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

C. The project management plan integrates the subsidiary plans and baselines and describes how the project will be executed, monitored, controlled and closed.

D. The change management plan describes how change requests are submitted, analysed, decided, recorded and implemented.

QUESTION 640 Fundamentals | Task 2 | Moderate | Single answer

A client insists on a defect-free product and regular checks. Which document tells the team what quality standards apply and how quality will be assured and controlled?

A. The quality management plan

B. The scope management plan

C. The requirements management plan

D. The resource management plan

Correct answer: A

Why: The quality management plan defines the applicable standards, metrics, and the assurance and control activities the project will perform.

A. Standards and quality activities are documented in the quality management plan.

B. Scope management plan is the component describing how scope will be defined, validated, and controlled.

C. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

QUESTION 641 Fundamentals | Task 2 | Moderate | Single answer

During execution a project manager notices spending is drifting from what was planned for this point. Which two artefacts should she consult first?

A. The stakeholder register and the issue log

B. The cost baseline and the cost management plan

C. The team charter and the RACI matrix

D. The product backlog and the sprint backlog

Correct answer: B

Why: The cost baseline gives the approved time-phased spending plan to compare against, and the cost management plan describes how cost variances are measured, reported and controlled.

A. These address people and problems, not cost performance.

B. Together they provide the target and the rules for controlling to it.

C. These define team behaviour and responsibility assignment.

D. Backlogs order product work in adaptive delivery.

QUESTION 642 Fundamentals | Task 2 | Easy | Single answer

A sponsor wants a short list of the significant, zero-duration points in the schedule that mark key achievements. What should the project manager provide?

A. The activity list

B. The milestone list

C. The resource histogram

D. The change log

Correct answer: B

Why: A milestone list identifies significant points or events in the project; milestones have no duration.

A. The activity list contains all scheduled activities with durations.

B. Zero-duration significant points are milestones.

C. A resource histogram shows resource usage over time.

D. The change log records requested changes and their disposition.

QUESTION 643 Fundamentals | Task 2 | Difficult | Single answer

Which sequence best reflects how scope is developed during planning?

A. Create WBS, then define scope, then collect requirements

B. Collect requirements, then define scope, then create the WBS

C. Define scope, then create the WBS, then collect requirements

D. Create the WBS, then collect requirements, then define scope

Correct answer: B

Why: Requirements are collected from stakeholders, scope is then defined based on those requirements, and the defined scope is then decomposed into a WBS.

A. Decomposition cannot precede knowing what the scope is.

B. Requirements inform scope definition, which is then decomposed.

C. Scope cannot be defined before requirements are gathered.

D. This reverses the logical order entirely.

QUESTION 644 Fundamentals | Task 2 | Moderate | Single answer

What is the primary purpose of a project kickoff meeting?

A. To obtain final acceptance of the deliverables

B. To align the team and key stakeholders on objectives, roles and the way of working

C. To perform quantitative risk analysis

D. To close out procurement contracts

Correct answer: B

Why: A kickoff meeting communicates objectives, confirms roles and expectations, and establishes commitment and the agreed way of working.

A. Acceptance happens at delivery and closure.

B. Alignment on objectives, roles and approach is the purpose of kickoff.

C. Quantitative risk analysis is a separate planning activity.

D. Contract closeout occurs at the end of a procurement.

QUESTION 645 Fundamentals | Task 2 | Moderate | Single answer

What is the defining characteristic of a project baseline?

A. It is an informal estimate that the team updates weekly

B. It is an approved version used for comparison, changed only through formal change control

C. It is the most optimistic plan the team believes achievable

D. It is a summary of actual results to date

Correct answer: B

Why: A baseline is the approved version of a scope, schedule or cost plan, used as the comparison point for performance, and it changes only through formal change control.

A. Informal weekly revision would remove its value as a comparison point.

B. Approved, controlled and used for comparison defines a baseline.

C. A baseline reflects the approved plan, not the most optimistic case.

D. Actual results are work performance data compared against the baseline.

QUESTION 646 Fundamentals | Task 2 | Moderate | Single answer

A programme plans the next three months in detail and later months only at a summary level, adding detail as each period approaches. What is this technique called?

A. Rolling wave planning

B. Crashing

C. Parametric estimating

D. Decomposition

Correct answer: A

Why: Rolling wave planning elaborates near-term work in detail while leaving future work at a higher level until more information is available.

A. Detail near-term, summary long-term, elaborated progressively, is rolling wave planning.

B. Crashing adds resources to shorten the schedule.

C. Parametric estimating uses statistical relationships to calculate estimates.

D. Decomposition breaks deliverables into smaller components.

QUESTION 647 Fundamentals | Task 2 | Moderate | Single answer

A startup founder is defining what her first product release must contain using a plan-based approach. What should she do to establish the deliverables?

A. Ask the finance team to set the deliverables based on budget alone

B. Work with the delivery team and stakeholders to identify the required outputs and the work to produce them

C. Copy the deliverables from an unrelated competitor's launch

D. Defer defining deliverables until after the launch date

Correct answer: B

Why: Deliverables in a plan-based approach are defined from stakeholder requirements with the people who will do the work, so the scope and the effort to deliver it are understood together.

A. Budget constrains the work but does not define what must be produced.

B. Deliverables are derived from requirements in collaboration with the delivery team.

C. Another organisation's outputs do not reflect this product's requirements.

D. Deliverables must be defined before the work can be planned or executed.

QUESTION 648 Fundamentals | Task 2 | Easy | Single answer

Which document records who the stakeholders are, their interest and influence, and their communication preferences?

A. The stakeholder register

B. The stakeholder engagement plan

C. The communications management plan

D. The stakeholder map

Correct answer: A

Why: The stakeholder register captures identification, assessment and classification information for each stakeholder, including preferences for engagement.

A. Identity, interest, influence and preferences are recorded in the stakeholder register.

B. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

C. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

D. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

QUESTION 649 Fundamentals | Task 2 | Moderate | Single answer

Stakeholders raise general concerns that risks may not be well handled on a project. What should the project manager consult and then act on first?

A. The risk management plan, then convene the team and key stakeholders to review the approach

B. The procurement register, then issue a change request

C. The lessons learned register, then close the project

D. The resource calendar, then reassign staff

Correct answer: A

Why: The risk management plan defines how risk will be identified, analysed, responded to and monitored, so it is the reference point before engaging the team and stakeholders on the concern.

A. Check the agreed approach first, then engage the people affected.

B. Procurement records do not address risk process concerns.

C. Closing the project is not a response to a process concern.

D. Reassigning staff does not address how risk is managed.

QUESTION 650 Fundamentals | Task 2 | Moderate | Single answer

A team is repeatedly disrupted by disrespectful language and unclear meeting behaviour. Which artefact should the project manager establish with the team to address this?

A. A team charter setting agreed values and ground rules

B. A resource management plan

C. A responsibility assignment matrix

D. A project charter

Correct answer: A

Why: A team charter records the team's agreed values, communication guidelines, decision-making approach and ground rules for behaviour.

A. Ground rules for how the team works together belong in the team charter.

B. Resource management plan is the component describing how team and physical resources are estimated, acquired, developed, managed, and released.

C. Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

D. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

Questions 651-700

QUESTION 651 Fundamentals | Task 2 | Difficult | Single answer

A sponsor wants to know when the expected savings will start, how they will be measured and who will own them after handover. Which document covers this?

A. The benefits management plan

B. The business case

C. The project management plan

D. The project funding requirements

Correct answer: A

Why: The benefits management plan defines target benefits, when they will be realised, how they will be measured and who is accountable for them.

A. Timing, measurement and ownership of benefits are set out in the benefits management plan.

B. Business case is the documented economic feasibility, expected value, and justification for undertaking an initiative.

C. The project management plan integrates the subsidiary plans and baselines and describes how the project will be executed, monitored, controlled and closed.

D. Project Funding Requirements concerns showing when and how much authorized funding will be needed based on the cost baseline and reserves.

QUESTION 652 Fundamentals | Task 3 | Easy | Single answer

Who is normally accountable for securing the funding and championing a project within the organisation?

A. The project sponsor

B. The scrum master

C. The quality inspector

D. The functional team member

Correct answer: A

Why: The sponsor provides financial resources, champions the project, removes organisational obstacles and is accountable for the business case.

A. Funding and executive championing are sponsor responsibilities.

B. A scrum master serves the team and process, not project funding.

C. Inspectors verify conformance to standards.

D. Team members perform the work rather than fund it.

QUESTION 653 Fundamentals | Task 3 | Easy | Single answer

An organisation restructuring its delivery teams wants an unambiguous picture of who does the work, who is answerable for it, who must be consulted and who must be kept informed. Which tool fits?

A. A RACI matrix

B. An organizational chart

C. A skills list

D. A stakeholder map

Correct answer: A

Why: A RACI matrix is a responsibility assignment matrix that maps responsible, accountable, consulted and informed roles to activities or deliverables.

A. RACI maps these four role types against work.

B. Organizational Chart concerns showing formal reporting relationships, roles, and structural connections within an organization or project.

C. Skills List concerns recording available competencies and proficiency to support resource assignment and development.

D. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

QUESTION 654 Fundamentals | Task 3 | Moderate | Single answer

In a RACI matrix, how many people should normally be marked as accountable for a single deliverable?

A. As many as are involved

B. Exactly one

C. None, because accountability is collective

D. At least three, for redundancy

Correct answer: B

Why: Accountability should rest with a single person so that ownership of the outcome is unambiguous, while several people may be responsible for doing the work.

A. Multiple accountable parties dilute ownership.

B. One accountable person per deliverable keeps ownership clear.

C. Collective accountability leaves no one answerable.

D. Redundant accountability creates confusion rather than resilience.

QUESTION 655 Fundamentals | Task 3 | Easy | Single answer

In which organisational structure are staff grouped by specialism, such as marketing, finance and operations, with each employee reporting to one functional manager?

A. Projectized

B. Functional

C. Strong matrix

D. Balanced matrix

Correct answer: B

Why: A functional organisation groups staff by discipline, and each employee has a single functional manager.

A. In a projectized structure staff report to project managers.

B. Grouping by specialism with one functional manager is the functional structure.

C. A strong matrix gives the project manager significant authority alongside functional managers.

D. A balanced matrix shares authority between functional and project managers.

QUESTION 656 Fundamentals | Task 3 | Easy | Single answer

In which structure are most staff assigned to projects, with project managers holding high authority over resources and budget?

A. Functional

B. Weak matrix

C. Projectized

D. Operations-led

Correct answer: C

Why: In a projectized organisation, the majority of resources are dedicated to projects and project managers have high independence and authority.

A. Functional managers hold authority in a functional structure.

B. In a weak matrix the project manager acts mainly as a coordinator.

C. High project manager authority over dedicated resources is projectized.

D. This is not a recognised organisational structure type.

QUESTION 657 Fundamentals | Task 3 | Moderate | Single answer

An engineer reports to both her discipline manager and the project manager, and authority is shared roughly evenly between them. Which structure is this?

A. Functional

B. Balanced matrix

C. Projectized

D. Virtual

Correct answer: B

Why: In a balanced matrix, authority and resource control are shared between the functional manager and the project manager, and staff report to both.

A. A functional structure has a single line of reporting.

B. Dual reporting with roughly equal authority describes a balanced matrix.

C. In a projectized structure the project manager holds the authority.

D. A virtual structure refers to distributed working, not authority sharing.

QUESTION 658 Fundamentals | Task 3 | Moderate | Single answer

Which structure most directly enables specialists from several functional departments to be brought together to work on the same project while retaining their departmental homes?

A. Functional

B. Matrix

C. Sole proprietorship

D. Operational

Correct answer: B

Why: A matrix structure allows cross-functional specialists to work on projects while still belonging to their functional departments.

A. A pure functional structure keeps work inside each department.

B. Cross-functional project staffing with retained departmental homes is the matrix structure.

C. This describes ownership, not project organisation.

D. Operational is not an organisational structure type in this context.

QUESTION 659 Fundamentals | Task 3 | Easy | Single answer

A newly assembled team is still working out who does what, what the objective really is and how they will interact. Which stage of Tuckman's model is this?

A. Forming

B. Storming

C. Norming

D. Performing

Correct answer: A

Why: Forming is the initial stage where members meet, learn about the work and begin to understand roles, usually with polite and tentative interaction.

A. Orientation to task and roles characterises forming.

B. Storming involves open disagreement over approach and roles.

C. Norming is when working agreements settle.

D. Performing is when the team delivers effectively with little friction.

QUESTION 660 Fundamentals | Task 3 | Easy | Single answer

Team members are openly challenging one another's approach and competing over how the work should be done. Which Tuckman stage is the team in?

A. Forming

B. Storming

C. Performing

D. Adjourning

Correct answer: B

Why: Storming is the stage where differing opinions and working styles surface as conflict before the team settles its norms.

A. Forming is marked by orientation rather than open conflict.

B. Visible disagreement over approach is storming.

C. Performing follows the resolution of these conflicts.

D. Adjourning is the release of the team at the end of the work.

QUESTION 661 Fundamentals | Task 3 | Easy | Single answer

A team now works smoothly as a unit, resolves problems without escalation and consistently meets its commitments. Which stage of team development is this?

A. Norming

B. Performing

C. Storming

D. Forming

Correct answer: B

Why: In the performing stage the team operates as a well-organised unit, working interdependently and efficiently towards its goals.

A. Norming is when agreements are being established, before peak effectiveness.

B. Smooth, interdependent, high-output working is performing.

C. Storming is characterised by unresolved conflict.

D. Forming is the initial orientation stage.

QUESTION 662 Fundamentals | Task 3 | Moderate | Single answer

Work is finishing, the team is releasing resources, reflecting on what was achieved and some members feel a sense of loss. Which stage is this?

A. Norming

B. Performing

C. Adjourning

D. Storming

Correct answer: C

Why: Adjourning is the final stage in which the team completes the work, disbands and members move on, often with mixed emotions.

A. Norming is when the team settles its working agreements.

B. Performing is peak delivery, not disbandment.

C. Completion, release and reflection describe adjourning.

D. Storming is the conflict stage early in team development.

QUESTION 663 Fundamentals | Task 3 | Moderate | Single answer

Which sequence correctly orders Tuckman's stages of group development?

A. Forming, norming, storming, performing, adjourning

B. Forming, storming, norming, performing, adjourning

C. Storming, forming, norming, adjourning, performing

D. Norming, forming, storming, performing, adjourning

Correct answer: B

Why: Tuckman's sequence is forming, storming, norming, performing and adjourning.

A. Storming precedes norming, not the reverse.

B. This is the standard order of the five stages.

C. Forming is always first and adjourning always last.

D. Norming cannot precede forming.

QUESTION 664 Fundamentals | Task 3 | Moderate | Single answer

Which statement best captures the distinction between leadership and management?

A. Leadership sets direction and inspires; management organises and maintains stability

B. Leadership issues instructions; management sets the vision

C. They are identical in practice

D. Leadership applies only to executives; management applies only to supervisors

Correct answer: A

Why: Leadership is chiefly about vision, direction and influencing people, while management is chiefly about planning, organising and maintaining stable, predictable delivery.

A. Direction and influence versus organisation and stability is the usual distinction.

B. This reverses the two.

C. They are complementary but distinct.

D. Both apply at every level of an organisation.

QUESTION 665 Fundamentals | Task 3 | Moderate | Single answer

A project manager spends most of her time removing blockers, protecting the team from interruptions and helping members grow, rather than directing task assignment. Which leadership style is she demonstrating?

A. Autocratic

B. Servant leadership

C. Laissez-faire neglect

D. Transactional control

Correct answer: B

Why: Servant leadership focuses on serving the team by removing impediments, enabling their growth and letting them organise their own work.

A. Autocratic leaders decide unilaterally rather than enable.

B. Removing impediments and developing people is servant leadership.

C. Neglect means absent support, which is not what is described.

D. Transactional leadership relies on rewards and penalties for compliance.

QUESTION 666 Fundamentals | Task 3 | Moderate | Single answer

A design lead makes all decisions alone, and the designers say their expertise is being ignored. What is the most emotionally intelligent response from the lead?

A. Restate the authority the role carries and continue as before

B. Acknowledge the team's frustration, invite their input into decisions and explain how it will be used

C. Stop making decisions and let the team resolve everything

D. Escalate the complaint to human resources

Correct answer: B

Why: Emotional intelligence involves recognising others' feelings, validating them and adjusting behaviour, here by opening decisions to the team's expertise.

A. Asserting authority ignores the concern and deepens disengagement.

B. Acknowledging feelings and involving the team addresses the cause.

C. Abdicating decisions replaces one extreme with another.

D. Escalation treats a leadership behaviour issue as a formal grievance.

QUESTION 667 Fundamentals | Task 3 | Moderate | Single answer

A normally energetic team member has become withdrawn and distracted over the past fortnight. What is the most appropriate first action by the project manager?

A. Raise the change in performance in the next all-team meeting

B. Speak with the person privately, express concern and offer to listen

C. Reassign the person's tasks without discussion

D. Record a performance issue in the risk register

Correct answer: B

Why: A private, supportive conversation respects the individual, surfaces the real cause and preserves trust before any work adjustment is considered.

A. Raising it publicly is likely to embarrass the person and shut down the conversation.

B. A private, empathetic approach is the appropriate first step.

C. Reassigning work without understanding the cause may make matters worse.

D. This is a people matter to be addressed directly, not logged as a risk first.

QUESTION 668 Fundamentals | Task 3 | Moderate | Single answer

A project manager tells a team member to stop working on personal tasks and work only on committed sprint items, without discussion. Which conflict-handling mode is this?

A. Collaborating

B. Forcing

C. Compromising

D. Withdrawing

Correct answer: B

Why: Forcing, or directing, imposes one party's position at the expense of the other and is a win-lose approach.

A. Collaborating seeks a solution that satisfies both parties.

B. Imposing a decision without discussion is forcing.

C. Compromising involves each side giving something up.

D. Withdrawing means avoiding the conflict entirely.

QUESTION 669 Fundamentals | Task 3 | Moderate | Single answer

Which conflict-handling approach generally produces the most durable resolution on a project team?

A. Withdrawing from the disagreement

B. Smoothing over the differences

C. Collaborating to find a solution that meets both parties' underlying needs

D. Forcing a decision by authority

Correct answer: C

Why: Collaborating, or problem solving, addresses the underlying needs of both parties and produces commitment rather than compliance.

A. Withdrawal leaves the conflict unresolved.

B. Smoothing emphasises agreement while leaving the real issue in place.

C. Collaborating produces the most durable, mutually accepted outcome.

D. Forcing achieves compliance but often damages relationships.

QUESTION 670 Fundamentals | Task 3 | Moderate | Single answer

A dispute involving three internal team members and a contractor's engineer is escalated to the project manager. What should the project manager do first?

A. Replace the contractor immediately

B. Meet the parties directly to understand the facts and each party's position

C. Issue a written warning to all four individuals

D. Record it as a risk and take no further action

Correct answer: B

Why: The project manager should first understand the situation from those involved before deciding on any action, since the nature of the disagreement determines the appropriate response.

A. Replacing a supplier before understanding the issue is disproportionate.

B. Understanding the facts and positions must come before acting.

C. Disciplinary action without understanding the facts is premature.

D. The conflict has already occurred, so it is an issue requiring action.

QUESTION 671 Fundamentals | Task 3 | Difficult | Single answer

Which management theory emphasises long-term employment, employee wellbeing inside and outside work, and building loyalty through consensus and trust?

A. Theory X

B. Theory Y

C. Theory Z

D. Expectancy theory

Correct answer: C

Why: Theory Z stresses stable long-term employment, collective decision making and concern for the whole person, in order to build loyalty and productivity.

A. Theory X assumes people dislike work and must be closely controlled.

B. Theory Y assumes people are self-motivated and seek responsibility.

C. Long-term employment, wellbeing and loyalty describe Theory Z.

D. Expectancy theory links effort to expected reward.

QUESTION 672 Fundamentals | Task 3 | Moderate | Single answer

A supervisor believes staff will only produce results under close supervision and the threat of sanction. Which assumption set is he applying?

A. Theory X

B. Theory Y

C. Theory Z

D. Servant leadership

Correct answer: A

Why: Theory X assumes employees are inherently unmotivated and require direction, control and coercion.

A. Assuming people must be controlled and coerced is Theory X.

B. Theory Y assumes people are self-directed and accept responsibility.

C. Theory Z focuses on loyalty, wellbeing and long-term employment.

D. Servant leadership is about enabling and serving the team.

QUESTION 673 Fundamentals | Task 3 | Moderate | Single answer

Departments outside the project keep receiving inconsistent accounts of progress because several team members are briefing them separately. Who should own the flow of project information to the rest of the organisation?

A. The project manager

B. Whichever engineer has the most technical knowledge

C. The procurement officer

D. The quality auditor

Correct answer: A

Why: The project manager acts as the central communication link between the team and the wider organisation, which is what keeps the message consistent.

A. Owning the information flow outward is a core project manager responsibility.

B. Technical depth does not make someone the communication owner.

C. Procurement handles supplier relationships specifically.

D. Quality auditors assess conformance to standards.

QUESTION 674 Fundamentals | Task 3 | Moderate | Single answer

Stakeholders on an urban regeneration scheme want to know who makes which decisions, what oversight exists and how escalation works. Which artefact should they review?

A. The project governance framework

B. The project charter

C. The project management plan

D. The responsibility assignment matrix

Correct answer: A

Why: A project governance framework defines decision rights, oversight bodies, escalation paths and the controls applied to the project.

A. Decision authority, oversight and escalation are governance matters.

B. Project charter is the document that formally authorizes a project and gives the project manager authority to use organizational resources.

C. The project management plan integrates the subsidiary plans and baselines and describes how the project will be executed, monitored, controlled and closed.

D. Responsibility assignment matrix is a grid that maps work packages or activities to accountable and responsible roles.

QUESTION 675 Fundamentals | Task 3 | Moderate | Single answer

Which of the following is a typical function of a project management office?

A. Approving every technical design decision on each project

B. Providing standards, templates, training and consolidated reporting across projects

C. Acting as the customer for all projects

D. Replacing the project manager on every project

Correct answer: B

Why: A PMO standardises project governance and practice, supplies methods, templates and training, and consolidates reporting across projects.

A. Technical design decisions belong to the project team and its experts.

B. Standards, support and consolidated oversight are typical PMO functions.

C. The customer is the party receiving the product or service.

D. A PMO supports project managers rather than replacing them.

QUESTION 676 Fundamentals | Task 3 | Moderate | Multiple response

A team lead is preparing to run weekly team meetings. Which three interpersonal skills matter most for this? (Choose three)

A. Facilitation of discussion

B. Conflict resolution

C. Meeting management and time keeping

D. Personally writing all of the code

Correct answer: A, B, C

Why: Running an effective team meeting depends on facilitating participation, handling disagreement constructively and managing the agenda and time.

A. Facilitation ensures the discussion stays productive and inclusive.

B. Disagreements surface in meetings and must be handled constructively.

C. Agenda and time discipline keep meetings useful.

D. Performing the technical work is not an interpersonal meeting skill.

QUESTION 677 Fundamentals | Task 4 | Easy | Single answer

A project manager emails a monthly progress bulletin to every stakeholder on the distribution list. Which communication method is this?

A. Interactive communication

B. Push communication

C. Pull communication

D. Informal verbal communication

Correct answer: B

Why: Push communication sends information to specific recipients without confirming that they received or understood it.

A. Interactive communication involves real-time exchange between parties.

B. Sending information out to a defined list is push communication.

C. Pull communication requires recipients to access the information themselves.

D. The method described is written and structured, not informal conversation.

QUESTION 678 Fundamentals | Task 4 | Easy | Single answer

A team publishes all project documents to a shared portal that stakeholders access whenever they wish. Which communication method does this represent?

A. Push

B. Pull

C. Interactive

D. Escalated

Correct answer: B

Why: Pull communication makes information available in a repository for recipients to retrieve at their own discretion, which suits large volumes and large audiences.

A. Push sends information directly to recipients.

B. Self-service retrieval from a repository is pull communication.

C. Interactive communication involves multi-directional real-time exchange.

D. Escalation is a route for decisions, not a communication method type.

QUESTION 679 Fundamentals | Task 4 | Moderate | Single answer

A project manager must get agreement from six team leads within the hour on how to respond to a plant shutdown. Which communication method is most appropriate?

A. Push, by sending a memo

B. Pull, by posting to the portal

C. Interactive, by convening a call

D. Asynchronous email thread

Correct answer: C

Why: Interactive communication allows immediate multi-directional exchange and confirmation of understanding, which is what urgent joint decisions require.

A. A memo does not confirm receipt or allow discussion.

B. Pull relies on recipients choosing to look, which is too slow here.

C. Real-time, two-way exchange suits urgent decisions.

D. An asynchronous thread cannot guarantee agreement within the hour.

QUESTION 680 Fundamentals | Task 4 | Moderate | Single answer

A project involves 6 people who all communicate with one another. How many potential communication channels exist?

A. 12

B. 15

C. 21

D. 30

Correct answer: B

Why: Channels are calculated as n(n-1)/2. With n = 6, that is 6 x 5 / 2 = 15.

A. This doubles the number of people rather than applying the formula.

B. 6 x 5 / 2 gives 15 channels.

C. 21 corresponds to 7 participants.

D. 30 is n(n-1) without dividing by two.

QUESTION 681 Fundamentals | Task 4 | Moderate | Single answer

A team is made up of 5 engineers, 4 analysts and 3 coordinators, all of whom communicate with each other. How many communication channels are there?

A. 60

B. 66

C. 72

D. 132

Correct answer: B

Why: There are 12 people in total, so channels are 12 x 11 / 2 = 66.

A. This does not follow from the formula for 12 people.

B. 12 x 11 / 2 = 66 channels.

C. This is not produced by the channel formula for any of the group sizes given.

D. 132 is n(n-1) without halving.

QUESTION 682 Fundamentals | Task 4 | Moderate | Single answer

A tester explains that constantly switching between screens to verify one transaction is costing hours each day. The practitioner paraphrases the problem back, asks clarifying questions and confirms the impact before reporting it. Which skill is being applied?

A. Active listening

B. Negotiation

C. Delegation

D. Benchmarking

Correct answer: A

Why: Active listening involves attending fully, paraphrasing to confirm understanding and probing for detail before responding or relaying the message.

A. Paraphrasing and confirming understanding are hallmarks of active listening.

B. Negotiation seeks agreement between differing positions.

C. Delegation assigns work to others.

D. Benchmarking compares practices against other organisations.

QUESTION 683 Fundamentals | Task 4 | Easy | Single answer

A team identifies that an untested software tool may cause difficulty later in the project. Where should this be recorded so it is monitored and responded to?

A. The issue log

B. The risk register

C. The change log

D. The lessons learned register

Correct answer: B

Why: The risk register records identified risks with their analysis, owners and planned responses, and is the basis for ongoing monitoring.

A. The issue log is for events that have already occurred.

B. Potential future events with uncertain impact are recorded in the risk register.

C. The change log records change requests and their disposition.

D. Lessons learned capture knowledge for reuse.

QUESTION 684 Fundamentals | Task 4 | Moderate | Single answer

A supplier confirms that a delivery is already two weeks late, and the weather service forecasts a 40 percent chance of storms next month that could halt outdoor work. How should these be classified?

A. Both are risks

B. Both are issues

C. The late delivery is an issue; the possible storms are a risk

D. The late delivery is a risk; the possible storms are an issue

Correct answer: C

Why: An issue is a condition that has already occurred and requires action now; a risk is an uncertain future event that may or may not occur.

A. The delay has already happened, so it is not uncertain.

B. The storms have not occurred and may not occur.

C. Occurred equals issue; uncertain future event equals risk.

D. This reverses the two definitions.

QUESTION 685 Fundamentals | Task 4 | Moderate | Single answer

A risk that was recorded during planning has now materialised and is affecting delivery. What should the project manager do?

A. Delete it from the risk register and say nothing

B. Record it in the issue log, implement the planned response and inform stakeholders

C. Leave it in the risk register and continue monitoring

D. Raise a change request to remove it from scope

Correct answer: B

Why: A realised risk becomes an issue; the planned risk response is implemented, the issue is logged and tracked, and affected stakeholders are informed.

A. Concealing a realised risk removes control and trust.

B. Log as an issue, execute the response and communicate.

C. Monitoring alone is insufficient once the event has occurred.

D. A change request is not the mechanism for handling a realised risk.

QUESTION 686 Fundamentals | Task 4 | Moderate | Single answer

A team rates each identified risk by how likely it is and how severe its effect would be, then ranks them to decide where to focus. Which process is this?

A. Quantitative risk analysis

B. Qualitative risk analysis

C. Risk response implementation

D. Risk audit

Correct answer: B

Why: Qualitative risk analysis prioritises risks by assessing probability and impact, usually on a relative scale, to decide which merit further attention.

A. Quantitative analysis assigns numeric values and models the aggregate effect.

B. Relative probability and impact rating to prioritise is qualitative analysis.

C. Implementation carries out agreed responses.

D. A risk audit examines the effectiveness of the risk process.

QUESTION 687 Fundamentals | Task 4 | Moderate | Single answer

Facing a specialist civil works package the in-house team cannot complete on time, the project manager engages a subcontractor who assumes responsibility for delivering it. Which risk response strategy is this?

A. Avoid

B. Mitigate

C. Transfer

D. Accept

Correct answer: C

Why: Transfer shifts the impact and ownership of a threat to a third party, commonly through contracting or insurance.

A. Avoidance eliminates the threat by changing the plan so it cannot occur.

B. Mitigation reduces probability or impact but keeps ownership.

C. Passing the responsibility to a third party is transfer.

D. Acceptance takes no action beyond acknowledging the risk.

QUESTION 688 Fundamentals | Task 4 | Moderate | Single answer

A project manager decides to remove a high-risk, low-value feature from scope entirely so the associated threat can no longer arise. Which response is this?

A. Avoid

B. Transfer

C. Accept

D. Escalate

Correct answer: A

Why: Avoidance changes the plan to eliminate the threat or protect the objective from its impact, for example by removing the risky element.

A. Removing the source so the threat cannot occur is avoidance.

B. Transfer moves the impact to a third party but the threat remains.

C. Acceptance leaves the threat in place.

D. Escalation moves a risk outside the project's authority to address.

QUESTION 689 Fundamentals | Task 4 | Moderate | Single answer

During a review, a new team member points out a chance to reduce cost that nobody had noticed. What should the project manager do next?

A. Ignore it because it is not a threat

B. Record it in the risk register as an opportunity and analyse it

C. Implement it immediately without analysis

D. Log it in the lessons learned register and close the topic

Correct answer: B

Why: Opportunities are positive risks and are recorded and analysed in the risk register so an appropriate response such as exploiting or enhancing can be chosen.

A. Risk management covers both threats and opportunities.

B. Record and analyse the opportunity before responding.

C. Acting without analysis may introduce unexamined consequences.

D. Lessons learned capture knowledge, they do not manage live opportunities.

QUESTION 690 Fundamentals | Task 4 | Easy | Single answer

A recurring problem that is slowing the team is raised in a status meeting. What should the project manager do?

A. Record it in the issue log, assign an owner and analyse the impact

B. Add it to the product roadmap

C. Record it in the assumption log

D. Close the meeting and revisit at the end of the project

Correct answer: A

Why: Issues are recorded in the issue log with an owner and target resolution date so they can be tracked to closure, and their impact is assessed.

A. Log, assign and analyse is the standard issue handling sequence.

B. A roadmap describes product direction, not operational problems.

C. The assumption log holds unconfirmed planning beliefs.

D. Deferring a live problem allows the impact to grow.

QUESTION 691 Fundamentals | Task 4 | Moderate | Single answer

A sponsor proposes adopting a newly identified market trend that would change the approved project outcome. What should the project manager do?

A. Implement it at once because the sponsor requested it

B. Put it through integrated change control so the impact is assessed and a decision is recorded

C. Refuse, because the baseline is fixed

D. Add it silently to the next phase

Correct answer: B

Why: Any proposed change to an approved baseline goes through integrated change control, where impacts on scope, schedule, cost, quality and risk are assessed before a decision.

A. Seniority of the requester does not bypass change control.

B. Assess and decide through the formal change control process.

C. Baselines can change, but only through an approved process.

D. Unrecorded changes destroy the integrity of the baselines.

QUESTION 692 Fundamentals | Task 4 | Moderate | Single answer

A client verbally asks for a design change at the start of the next phase of a predictive project, but has not submitted anything formally. What should the project manager do next?

A. Begin the redesign so time is not lost

B. Ask the client to submit a formal change request so it can be assessed

C. Reject the request outright

D. Update the schedule baseline to reflect the new design

Correct answer: B

Why: Changes must enter the formal process before any assessment or work occurs, so the first step is to obtain a documented change request.

A. Starting work before approval commits resources to unapproved scope.

B. A documented request is required before impact assessment and decision.

C. Legitimate change requests should be assessed, not dismissed.

D. Baselines are only updated after a change is approved.

QUESTION 693 Fundamentals | Task 4 | Moderate | Single answer

Who normally holds authority to approve a change that materially increases a project's approved budget?

A. Any team member closest to the work

B. The change control board or sponsor, according to the governance in place

C. The supplier's account manager

D. The quality auditor

Correct answer: B

Why: Authority to approve changes that affect baselines rests with the defined change control body or the sponsor, as set out in the project's governance.

A. Team members raise and analyse changes, they do not authorise baseline changes.

B. Approval authority sits with the change control board or sponsor per governance.

C. Suppliers cannot authorise changes to the buyer's project baselines.

D. Auditors assess conformance, they do not authorise change.

QUESTION 694 Fundamentals | Task 4 | Moderate | Single answer

New legislation takes effect mid-project and will increase scope, cost and duration. What should the project manager do first?

A. Absorb the work quietly within contingency

B. Raise a change request so the full impact can be assessed and approved

C. Stop the project

D. Reduce quality standards to protect the budget

Correct answer: B

Why: Even mandatory changes must be documented and assessed through change control so that scope, cost and schedule impacts are approved and baselines updated.

A. Hiding a material change removes governance oversight.

B. Raise the change so the impact is assessed and formally approved.

C. Stopping the project is not warranted by a compliance change.

D. Reducing quality to hide cost impact is not an acceptable response.

QUESTION 695 Fundamentals | Task 4 | Moderate | Single answer

A key approver will be unreachable for several weeks precisely when a major deliverable requires sign-off. What should the project manager do first?

A. Sign off on the deliverable personally

B. Raise the situation with the sponsor to agree an alternative approval route

C. Delay the deliverable until the approver returns

D. Proceed without approval and document the reason

Correct answer: B

Why: Where an approval route is blocked, the project manager escalates to the sponsor so that an alternative, properly authorised route can be agreed.

A. Self-approval bypasses governance.

B. Agreeing an alternative route with the sponsor preserves governance and the schedule.

C. Accepting a multi-week delay without seeking alternatives is avoidable.

D. Proceeding without approval breaches the control process.

QUESTION 696 Fundamentals | Task 4 | Moderate | Single answer

A major client is unhappy with recent deliverables and is threatening to end the contract. What should the project manager do first?

A. Offer a discount immediately

B. Meet the client directly to understand the specific concerns and agree a recovery plan

C. Send a written defence of the team's work

D. Escalate to legal counsel

Correct answer: B

Why: Direct engagement establishes what is actually wrong and demonstrates commitment, which is the basis for any credible recovery plan.

A. A discount addresses commercial symptoms, not the underlying dissatisfaction.

B. Understand the concerns first, then agree how to resolve them.

C. Defending the work before understanding the complaint escalates the conflict.

D. Legal escalation is premature while a working relationship can be restored.

QUESTION 697 Fundamentals | Task 4 | Moderate | Single answer

The user group has replaced its representative, and the new person is requesting several changes. What should the project manager do first?

A. Reject the requests because the previous representative already agreed the scope

B. Meet the new representative to understand the requests and re-establish shared expectations

C. Implement all of the requests to build the relationship

D. Escalate immediately to the sponsor

Correct answer: B

Why: A new representative must be engaged and their understanding aligned with what was previously agreed before any request is assessed for change.

A. Dismissing the new representative damages engagement and may miss real needs.

B. Engage first to understand the requests and align expectations.

C. Accepting changes without assessment undermines control.

D. Escalation precedes any attempt to engage directly.

QUESTION 698 Fundamentals | Task 4 | Moderate | Single answer

Design staff in one continent and engineering staff in another are losing time to misaligned handovers. What is the most effective response?

A. Require everyone to work the same hours regardless of time zone

B. Agree shared collaboration tools, overlapping hours and a regular synchronous check-in

C. Move all communication to email only

D. Merge both teams into one location immediately

Correct answer: B

Why: Distributed teams work best with agreed collaboration tooling, a defined overlap window and regular synchronous contact to resolve what asynchronous exchange cannot.

A. Forcing identical hours across distant time zones is unsustainable.

B. Shared tooling plus a deliberate overlap and regular sync addresses the handover gaps.

C. Email alone slows resolution of ambiguity.

D. Relocation is disproportionate and usually impractical.

QUESTION 699 Fundamentals | Task 4 | Moderate | Single answer

A team fixes a defect in a shared corporate system that other projects are likely to hit as well. Where should this knowledge be captured so future projects benefit?

A. The risk register

B. The lessons learned register

C. The issue log only

D. The scope statement

Correct answer: B

Why: The lessons learned register captures knowledge gained during the project so it can be applied by this project and transferred to the organisation for future use.

A. The risk register tracks uncertainty on this project.

B. Knowledge intended for reuse belongs in the lessons learned register.

C. The issue log closes with the issue and does not carry knowledge forward.

D. The scope statement defines project boundaries.

QUESTION 700 Fundamentals | Task 4 | Difficult | Single answer

A sponsor states that no further cost increase will be approved for a large subcontracted package. Which contract type best protects the buyer against cost growth?

A. Cost plus fixed fee

B. Cost plus incentive fee

C. Firm fixed price

D. Time and materials

Correct answer: C

Why: A firm fixed price contract sets a fixed total price for a defined scope, placing the risk of cost overrun on the seller.

A. Cost plus contracts reimburse actual costs, so the buyer carries overrun risk.

B. Incentive fees adjust profit but costs are still reimbursed by the buyer.

C. A firm fixed price transfers cost overrun risk to the seller.

D. Time and materials leaves total cost open-ended for the buyer.

Questions 701-750

QUESTION 701 Fundamentals | Task 4 | Moderate | Single answer

A vendor claims the product description in the order was wrong and refuses to correct defects in the delivered item. What should the project manager do first?

A. Withhold all future payments immediately

B. Review the procurement management plan and the signed agreement

C. Replace the vendor without notice

D. Accept the item as delivered

Correct answer: B

Why: The agreement and the procurement management plan define the obligations, acceptance criteria and dispute route, so they are the first reference before any action.

A. Withholding payment before establishing the contractual position risks breach.

B. Establish the contractual position before acting.

C. Termination without reference to the agreement exposes the buyer to claims.

D. Accepting defective work without review forfeits the buyer's remedies.

QUESTION 702 Fundamentals | Task 5 | Moderate | Single answer

A carmaker buys and strips down rival vehicles to learn which features and technologies make them successful, in order to set targets for its own model. Which technique is being used?

A. Benchmarking

B. Root cause analysis

C. Monte Carlo simulation

D. Decomposition

Correct answer: A

Why: Benchmarking compares practices, products or performance against comparable organisations to identify best practice and set improvement targets.

A. Comparing against comparable external products to set targets is benchmarking.

B. Root cause analysis traces a defect to its underlying source.

C. Monte Carlo simulation models uncertainty numerically.

D. Decomposition breaks work into smaller parts.

QUESTION 703 Fundamentals | Task 5 | Moderate | Single answer

A software vendor studies how leading competitors release and support their updates, intending to design a better rollout process of its own. What is this activity?

A. Auditing

B. Benchmarking

C. Inspection

D. Variance analysis

Correct answer: B

Why: Studying comparable organisations' practices to improve one's own process is benchmarking.

A. An audit checks compliance against defined criteria.

B. Comparing external practice to improve internal practice is benchmarking.

C. Inspection examines a deliverable for conformance.

D. Variance analysis compares planned with actual performance.

QUESTION 704 Fundamentals | Task 5 | Moderate | Single answer

A quality engineer wants to organise the possible causes of a recurring defect into categories such as people, method, machine and materials. Which tool should she use?

A. Pareto chart

B. Ishikawa (fishbone) diagram

C. Affinity diagram

D. Mind mapping

Correct answer: B

Why: An Ishikawa or cause-and-effect diagram groups potential causes of a problem into categories to support root cause analysis.

A. Pareto chart is a frequency-ordered chart used to identify the few categories causing most effects.

B. Categorised cause analysis is the purpose of a fishbone diagram.

C. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

D. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

QUESTION 705 Fundamentals | Task 5 | Moderate | Single answer

A quality plan requires deliverable reviews every two weeks, but the last two reviews were missed. What should the project manager do to prevent recurrence?

A. Remove the review requirement from the plan

B. Perform root cause analysis to find why the reviews are not happening, then address the cause

C. Reprimand the reviewers

D. Increase the review frequency to weekly

Correct answer: B

Why: Understanding why the process is not being followed is the precondition for a corrective action that actually prevents recurrence.

A. Deleting the control removes the safeguard instead of restoring it.

B. Identify the underlying cause before selecting a corrective action.

C. Blame does not establish why the process failed.

D. Doubling the frequency of a process that is already being missed will not help.

QUESTION 706 Fundamentals | Task 5 | Moderate | Single answer

A facilitator repeatedly asks 'why' after each answer until the team reaches the underlying cause of a recurring failure. Which technique is this?

A. Five whys

B. Cause-and-effect diagram

C. Affinity diagram

D. Nominal group technique

Correct answer: A

Why: The five whys technique repeatedly asks why in order to move from a symptom to the underlying root cause.

A. Iterative questioning to reach the root cause is the five whys.

B. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

C. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

D. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

QUESTION 707 Fundamentals | Task 5 | Moderate | Single answer

A team wants to identify which few defect types account for most of the failures, so limited effort is directed where it will have most effect. Which tool should they use?

A. A Pareto chart

B. A cause-and-effect diagram

C. A quality audit

D. The five whys method

Correct answer: A

Why: A Pareto chart ranks causes by frequency so the vital few that account for most of the problem can be addressed first.

A. Ranking causes by frequency to find the vital few is Pareto analysis.

B. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

C. Quality Audit concerns independently examining whether project activities follow policies, processes, and quality arrangements.

D. 5 Whys Method concerns repeatedly asking why each observed cause occurred until the inquiry reaches an underlying cause.

QUESTION 708 Fundamentals | Task 5 | Easy | Single answer

Before launching a product, a company wants a structured view of its internal capabilities and weaknesses alongside external openings and threats. Which tool fits?

A. SWOT analysis

B. Force field analysis

C. Decision tree

D. Risk categorization

Correct answer: A

Why: SWOT analysis examines strengths, weaknesses, opportunities and threats to inform strategy and risk identification.

A. Internal strengths and weaknesses with external opportunities and threats is SWOT.

B. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

C. Decision tree is a diagram that evaluates choices and uncertain outcomes using branches, probabilities, and consequences.

D. Risk Categorization concerns grouping risks by common sources or areas so patterns and concentrations become visible.

QUESTION 709 Fundamentals | Task 5 | Easy | Single answer

A facilitator wants the widest possible range of ideas from a group before any of them are evaluated. Which technique is most appropriate?

A. Brainstorming

B. Nominal group technique

C. Mind mapping

D. Affinity diagram

Correct answer: A

Why: Brainstorming generates a large number of ideas quickly, deliberately deferring evaluation until after generation.

A. Divergent idea generation with deferred judgement is brainstorming.

B. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

C. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

D. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

QUESTION 710 Fundamentals | Task 5 | Moderate | Single answer

Several stakeholders each insist their own requirement is the highest priority and cannot agree. What is the best first approach?

A. Let the loudest stakeholder decide

B. Run a facilitated workshop with agreed prioritisation criteria to reach consensus

C. Implement all of them in parallel

D. Ask the development team to choose

Correct answer: B

Why: A facilitated workshop with explicit, agreed criteria moves the discussion from opinion to a shared basis for decision and builds commitment to the outcome.

A. Deferring to the most forceful voice does not reflect value.

B. Structured facilitation against agreed criteria produces a defensible consensus.

C. Doing everything at once ignores the capacity constraint that caused the conflict.

D. Prioritisation by business value is not a technical decision.

QUESTION 711 Fundamentals | Task 5 | Moderate | Single answer

Where would a team member most likely find the organisation's approved quality checklists for a common deliverable type?

A. Organizational process assets

B. Enterprise environmental factors

C. The risk register

D. The project charter

Correct answer: A

Why: Approved checklists, templates and procedures developed by the organisation are organizational process assets.

A. Internally developed checklists are process assets.

B. Enterprise environmental factors are external conditions such as regulation and market.

C. The risk register records project risks.

D. The charter authorises the project.

QUESTION 712 Fundamentals | Task 5 | Moderate | Single answer

Which of the following is the most relevant input when defining a project's quality criteria?

A. The team's personal preferences

B. Applicable organisational and industry quality standards, policies and practices

C. The colour scheme of the reporting pack

D. The seating plan of the project office

Correct answer: B

Why: Quality criteria are derived from applicable standards, regulations, organisational policies and stakeholder requirements rather than individual preference.

A. Personal preference is not an objective basis for quality criteria.

B. Standards, policies and practices provide the basis for quality criteria.

C. Report styling is a presentation matter.

D. Office arrangements have no bearing on quality criteria.

QUESTION 713 Fundamentals | Task 5 | Difficult | Single answer

Which statement correctly distinguishes quality assurance from quality control?

A. Assurance inspects finished deliverables; control improves the process

B. Assurance focuses on whether the processes are adequate and being followed; control checks whether the deliverables meet requirements

C. They are the same activity under different names

D. Assurance applies only to agile projects; control applies only to predictive ones

Correct answer: B

Why: Quality assurance is process oriented and confirms that the right processes are in place and followed; quality control is product oriented and verifies deliverables against requirements.

A. This reverses the two definitions.

B. Process adequacy versus deliverable conformance is the distinction.

C. They have distinct objects and timing.

D. Both apply regardless of delivery approach.

QUESTION 714 Fundamentals | Task 5 | Moderate | Single answer

A project manager systematically compares actual performance against the project management plan to decide where corrective action is needed. Which process is this?

A. Direct and manage project work

B. Monitor and control project work

C. Develop project charter

D. Close project or phase

Correct answer: B

Why: Monitor and control project work tracks, reviews and reports overall progress against the plan so that corrective or preventive action can be taken.

A. Direct and manage project work performs the work defined in the plan.

B. Comparing performance to plan and deciding on action is monitoring and controlling.

C. Developing the charter authorises the project.

D. Closing finalises all activities at the end of a project or phase.

QUESTION 715 Fundamentals | Task 5 | Moderate | Multiple response

Which three techniques most directly help a project manager confirm whether work is progressing as planned? (Choose three)

A. Gantt chart review against baseline dates

B. Earned value analysis

C. Regular short status stand-ups with the team

D. A brainstorming session on unrelated future products

Correct answer: A, B, C

Why: Comparing schedule progress to the baseline, analysing earned value and holding frequent short status reviews all provide direct evidence of progress against plan.

A. Baseline comparison in a Gantt view shows schedule status.

B. Earned value analysis quantifies cost and schedule performance.

C. Frequent short status reviews surface progress and blockers early.

D. Idea generation about unrelated products tells you nothing about current progress.

QUESTION 716 Fundamentals | Task 5 | Difficult | Single answer

Raw observations such as actual hours spent and number of defects found are collected during execution. What are these called?

A. Work performance data

B. Work performance information

C. Work performance reports

D. Baselines

Correct answer: A

Why: Work performance data are the raw observations and measurements collected during execution, before analysis gives them context.

A. Raw, unanalysed measurements are work performance data.

B. Work performance information is the analysed, contextualised result.

C. Work performance reports are the packaged representation for decision making.

D. Baselines are the approved plans used for comparison.

QUESTION 717 Fundamentals | Task 5 | Difficult | Single answer

A project manager compares collected measurements against the baselines to determine that the project is 8 percent behind schedule. What has she produced?

A. Work performance data

B. Work performance information

C. A change request

D. A project charter

Correct answer: B

Why: When raw data are analysed against baselines to produce meaning such as variance and status, the result is work performance information.

A. Data are the raw inputs, not the analysed result.

B. Analysed, contextualised results are work performance information.

C. A change request proposes a modification to a baseline.

D. The charter authorises the project.

QUESTION 718 Fundamentals | Task 5 | Moderate | Single answer

A team wants to visually connect many related ideas around a central topic during early exploration. Which technique is designed for this?

A. Mind mapping

B. Affinity diagram

C. Cause-and-effect diagram

D. Force field analysis

Correct answer: A

Why: Mind mapping consolidates ideas around a central concept and shows relationships between them, which supports exploration and consolidation of thinking.

A. Radial mapping of related ideas is mind mapping.

B. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

C. Cause-and-effect diagram is a visual technique that groups potential causes of a problem into categories.

D. Force field analysis is a technique that compares forces supporting and resisting a proposed change.

QUESTION 719 Fundamentals | Task 5 | Moderate | Single answer

A team builds a clickable mock-up of an app so users can react to it before development begins. What is the main benefit of this?

A. It removes the need for testing later

B. It surfaces user feedback early, when changes are cheapest to make

C. It guarantees the project will finish early

D. It replaces the need for a scope statement

Correct answer: B

Why: Prototyping elicits concrete feedback early in the life cycle, when correcting misunderstandings costs far less than after build.

A. Prototypes inform design but do not replace verification of the built product.

B. Early, concrete feedback while change is still cheap is the main benefit.

C. Prototyping improves fit, not necessarily duration.

D. Scope still has to be defined and agreed.

QUESTION 720 Fundamentals | Task 5 | Moderate | Single answer

A project manager wants to show, without visual styling, how a user will move between screens in an application. Which artefact is most suitable?

A. A wireframe

B. A use case

C. A context diagram

D. A process flow diagram

Correct answer: A

Why: A wireframe presents screen layout and navigation structure without final visual design, so discussion focuses on structure and flow.

A. Structural screen layout and navigation is what a wireframe shows.

B. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

C. A context diagram shows the system as a single entity with its external interfaces, defining the boundary without internal detail.

D. Process Flow Diagram concerns mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves.

QUESTION 721 Fundamentals | Task 5 | Moderate | Multiple response

Which two activities are most important as a project moves into formal closure? (Choose two)

A. Confirming that all deliverables have been accepted and handed over

B. Adding new scope to use up remaining budget

C. Closing out contracts and outstanding obligations

D. Setting the delivery dates for an unrelated future project

Correct answer: A, C

Why: Closure confirms acceptance and handover of deliverables and settles all contractual and administrative obligations before the project is formally closed.

A. Verified acceptance and handover is a core closure activity.

B. Adding scope at closure is gold plating and is not authorised.

C. Procurement and obligation closeout is required before formal closure.

D. Planning a different project is not part of closing this one.

QUESTION 722 Fundamentals | Task 5 | Moderate | Multiple response

Who should take part in the lessons learned session at the end of a project? (Choose three)

A. The project sponsor

B. The project team

C. Representatives of the end users

D. A competitor's project manager

Correct answer: A, B, C

Why: Lessons learned draw on those who commissioned, delivered and used the outcome, since each sees a different part of what worked and what did not.

A. The sponsor contributes the governance and business perspective.

B. The team holds most of the delivery experience.

C. End users show whether the outcome met the real need.

D. External competitors have no role in internal lessons learned.

QUESTION 723 Fundamentals | Task 5 | Moderate | Single answer

A project with many stakeholders is closing and formal acceptance of deliverables is required. How should sign-off normally be obtained?

A. Obtain written acceptance from the sponsor or the designated approving authority against the agreed acceptance criteria

B. Ask each of the stakeholders individually to send an informal email

C. Assume acceptance if nobody objects within a week

D. Have the project manager sign on behalf of the customer

Correct answer: A

Why: Formal acceptance is given by the authority defined in the project's governance, measured against the documented acceptance criteria.

A. Authorised sign-off against agreed criteria is the required practice.

B. Informal responses from many parties do not constitute formal acceptance.

C. Silence is not acceptance.

D. The project manager cannot accept deliverables on the customer's behalf.

QUESTION 724 Fundamentals | Task 5 | Moderate | Single answer

A team is faced with a recurring production problem. Which sequence represents sound problem solving?

A. Implement a fix, then define the problem, then measure the result

B. Define the problem, identify the root cause, generate and select a solution, implement and verify

C. Select a solution, then look for a problem it addresses

D. Escalate first, then define the problem

Correct answer: B

Why: Sound problem solving defines the problem, establishes its cause, generates and evaluates options, then implements and verifies the chosen solution.

A. Acting before the problem is defined risks solving the wrong thing.

B. Define, analyse, decide, implement and verify is the standard sequence.

C. This is solution-led thinking and often fixes nothing.

D. Escalation without definition gives the decision maker nothing to act on.

QUESTION 725 Fundamentals | Task 5 | Moderate | Single answer

A hybrid project is still behind schedule after extra resources were added, and the project manager has decided to escalate. What should she consult first?

A. The communications management plan, for the agreed escalation route and audience

B. The quality checklist

C. The product backlog

D. The procurement register

Correct answer: A

Why: The communications management plan defines escalation routes, reporting audiences and formats, so it determines how and to whom the matter is escalated.

A. Escalation routes and audiences are defined in the communications management plan.

B. A quality checklist verifies deliverable conformance.

C. A backlog orders product work.

D. The procurement register tracks purchases.

QUESTION 726 Fundamentals | Task 5 | Moderate | Single answer

After a risk workshop, several attendees appear unclear about what they are now expected to do. What should the project manager do to evaluate how effective the workshop was?

A. Assume the material was clear and move on

B. Seek structured feedback from attendees on clarity and usefulness, then address the gaps

C. Repeat the identical workshop immediately

D. Remove the unclear risks from the register

Correct answer: B

Why: Gathering feedback identifies specifically what was unclear, which is the only sound basis for improving the session and closing the understanding gap.

A. The confusion is evidence that the session did not land.

B. Structured feedback establishes what to fix.

C. Repeating the same content in the same way is unlikely to change the result.

D. Deleting risks because they were poorly explained removes real exposure from view.

QUESTION 727 Predictive | Task 1 | Easy | Single answer

A contractor has been awarded a long-term infrastructure project with fully documented requirements, a proven construction method and a fixed completion date. Which approach should the project manager adopt?

A. Adaptive

B. Predictive

C. Kanban flow

D. Lean startup

Correct answer: B

Why: When requirements, method and timeline are known and stable, detailed up-front planning and baseline control deliver the most value.

A. Adaptive delivery is designed for uncertainty that is not present here.

B. Stable requirements and a fixed date suit a plan-based approach.

C. Kanban suits continuous, variable demand rather than a defined construction scope.

D. Lean startup tests unvalidated product or business hypotheses.

QUESTION 728 Predictive | Task 1 | Moderate | Single answer

Which statement best characterises a predictive project?

A. Scope emerges through repeated customer feedback each iteration

B. Scope, schedule and cost are defined early and controlled against baselines

C. The team re-prioritises the backlog at the start of every week

D. Deliverables are released in small usable slices every two weeks

Correct answer: B

Why: A predictive project defines scope, schedule and cost in detail up front and manages performance against approved baselines using formal change control.

A. Emergent scope is characteristic of adaptive delivery.

B. Early definition and baseline control describe the predictive approach.

C. Frequent re-prioritisation is an adaptive practice.

D. Frequent small releases are typical of incremental, adaptive delivery.

QUESTION 729 Predictive | Task 1 | Moderate | Single answer

Midway through a predictive project, the client keeps adding requirements informally to the team. What should the team do next?

A. Accept the additions quietly to keep the client satisfied

B. Assess the impact of each request and communicate the resulting cost and schedule effect through change control

C. Refuse all further contact with the client

D. Extend the deadline without telling the sponsor

Correct answer: B

Why: Uncontrolled additions cause scope creep; each request must be assessed for impact and routed through change control so cost and schedule effects are visible and approved.

A. Silent acceptance is the definition of scope creep.

B. Assess impact and process formally through change control.

C. Cutting off the client damages the relationship and solves nothing.

D. Changing the schedule without approval breaches governance.

QUESTION 730 Predictive | Task 1 | Moderate | Single answer

A team member is asked by a stakeholder to add a small enhancement that is not in the approved scope, at no apparent cost. What should the team member do?

A. Add it, since it costs nothing

B. Decline to act and route the request to the project manager for change control

C. Add it and record it in the lessons learned register

D. Add it only if the stakeholder is senior

Correct answer: B

Why: Adding unapproved work, even small work, is gold plating and undermines the baseline; all scope changes go through the defined change process.

A. Apparently free work still consumes time and creates support obligations.

B. Route the request through change control rather than acting unilaterally.

C. Recording it afterwards does not make unapproved scope legitimate.

D. Seniority does not confer authority to bypass change control.

QUESTION 731 Predictive | Task 1 | Moderate | Single answer

In a predictive project, what is the lowest level of the work breakdown structure called?

A. A milestone

B. A work package

C. An activity

D. A deliverable

Correct answer: B

Why: The lowest level of the WBS is the work package, for which cost and duration can be estimated and which can be scheduled and controlled.

A. A milestone is a significant point in the schedule with no duration.

B. The lowest WBS level is the work package.

C. Activities are derived from work packages during schedule development.

D. Deliverables are outputs; the WBS decomposes them into work packages.

QUESTION 732 Predictive | Task 1 | Moderate | Single answer

A project manager finds the WBS already decomposed but needs further detail on what each package includes before work can be assigned. Which artefact provides this?

A. The WBS dictionary

B. The change log

C. The stakeholder register

D. The quality metrics

Correct answer: A

Why: The WBS dictionary elaborates each WBS component with the description of work, responsible party, acceptance criteria and related information.

A. Detail beneath each WBS element sits in the WBS dictionary.

B. The change log records change requests and decisions.

C. The stakeholder register records stakeholder information.

D. Quality metrics define measurable attributes of quality.

QUESTION 733 Predictive | Task 1 | Moderate | Single answer

A hospital wants to refurbish its facilities within eight months using a plan-based approach. How should the facilities lead establish what must be done?

A. Start construction and adjust as complaints arrive

B. Consult clinical and support staff to identify required improvements, then define and baseline the scope

C. Copy the refurbishment scope of a different hospital

D. Let each department order its own works independently

Correct answer: B

Why: In a plan-based approach the required scope is elicited from those who use the facility, then defined, agreed and baselined before execution begins.

A. Starting without defined scope guarantees rework in a predictive project.

B. Elicit needs, then define and baseline the scope.

C. Another site's scope will not reflect this hospital's needs.

D. Uncoordinated ordering produces conflicting and duplicated work.

QUESTION 734 Predictive | Task 1 | Moderate | Single answer

A team member preparing for a deliverable review wants to know the conditions the deliverable must satisfy to be accepted. Which document should she check?

A. The project scope statement

B. The resource calendar

C. The communications management plan

D. The procurement register

Correct answer: A

Why: Acceptance criteria for project deliverables are documented in the project scope statement, supported by detail in the WBS dictionary.

A. The scope statement records deliverable acceptance criteria.

B. A resource calendar shows availability.

C. The communications management plan covers information distribution.

D. The procurement register tracks purchases.

QUESTION 735 Predictive | Task 1 | Moderate | Multiple response

Which three parties should take part in a scope definition workshop for a predictive project? (Choose three)

A. End users of the product

B. The project delivery team

C. The product owner or business representative

D. A competitor's sales manager

Correct answer: A, B, C

Why: Scope definition requires those who will use the outcome, those who will build it and the business representative who owns the requirement.

A. Users define what the outcome must do.

B. The delivery team establishes what is feasible and what the work entails.

C. The business representative owns priorities and trade-offs.

D. External competitors have no legitimate role in defining project scope.

QUESTION 736 Predictive | Task 1 | Moderate | Single answer

A predictive project is complete and the product is moving into day-to-day use by the operations team. What is this transition called?

A. Scope creep

B. Transition of deliverables to operations

C. Fast tracking

D. Rolling wave planning

Correct answer: B

Why: At the end of a predictive project, verified deliverables are formally transferred to the operational owner who will run and support them.

A. Scope creep is uncontrolled addition of work.

B. Formal transfer of the product into operational use is transition.

C. Fast tracking overlaps activities to shorten duration.

D. Rolling wave planning elaborates future work progressively.

QUESTION 737 Predictive | Task 1 | Moderate | Single answer

Halfway through a predictive project, two key specialists resign. What should the project manager do next?

A. Assume the remaining team will absorb the work with no change to the plan

B. Assess the impact on the schedule and cost, identify replacement or transfer options, and take the result through change control if baselines are affected

C. Immediately extend the deadline by the same proportion without analysis

D. Cancel the affected deliverables

Correct answer: B

Why: The loss of key resources is assessed for its effect on the plan; options are identified and any resulting baseline change is processed through change control.

A. Assuming no impact ignores lost capacity and knowledge.

B. Assess impact, identify options, then process any baseline change formally.

C. Proportional extension without analysis is guesswork.

D. Cancelling scope is a change requiring assessment and approval.

QUESTION 738 Predictive | Task 1 | Moderate | Single answer

The team discovers that a calculation error left one work package materially underfunded. What should the project manager do?

A. Move funds silently from another package

B. Convene the finance and project team to re-examine the estimate and budget, then process the correction through change control

C. Reduce the scope of that package without telling anyone

D. Wait until the overrun appears in actual costs

Correct answer: B

Why: A known estimating error is corrected transparently: the estimate is reviewed with those accountable and any baseline change goes through change control.

A. Undocumented transfers conceal the true cost position.

B. Re-examine with the accountable parties and process the correction formally.

C. Silent scope reduction is an unapproved change.

D. Waiting for the overrun to materialise wastes the chance to correct it.

QUESTION 739 Predictive | Task 1 | Moderate | Single answer

Testing after production on a predictive project uncovers several significant defects. What should the team do?

A. Release as planned and fix defects in the next project

B. Allocate resources to correct the defects and adjust the delivery plan, informing stakeholders of the impact

C. Lower the quality standard so the defects become acceptable

D. Reassign the testers

Correct answer: B

Why: Known significant defects must be corrected, with the resulting effect on schedule and cost assessed and communicated rather than concealed.

A. Knowingly releasing significant defects transfers the problem to the customer.

B. Fix the defects, adjust the plan and communicate the impact.

C. Redefining the standard to match the defect is not quality management.

D. The testers found the problem; reassigning them addresses nothing.

QUESTION 740 Predictive | Task 1 | Difficult | Multiple response

Which two characteristics most clearly distinguish a predictive project from an adaptive one? (Choose two)

A. Scope is baselined early and changed only through formal change control

B. The team commits to a fixed set of work for a short timebox and re-plans afterwards

C. Detailed planning of the full project precedes the bulk of execution

D. Requirements are deliberately left to emerge from user feedback

Correct answer: A, C

Why: Predictive projects baseline scope early and plan the whole project in detail before executing, whereas adaptive projects plan in short cycles and let requirements emerge.

A. Early baselining with formal change control is predictive.

B. Short timeboxed commitments with re-planning describe adaptive delivery.

C. Comprehensive up-front planning is a predictive characteristic.

D. Emergent requirements are an adaptive characteristic.

QUESTION 741 Predictive | Task 1 | Moderate | Single answer

Numerous requirement errors were found only during verification near the end of a predictive project. What would most likely have prevented this?

A. Adding more testers at the end

B. Holding structured requirement reviews with stakeholders throughout the project

C. Reducing the number of requirements documented

D. Delaying verification further

Correct answer: B

Why: Regular stakeholder review of requirements as they are developed catches misunderstandings early, when correction is far cheaper than at verification.

A. More late testing finds errors later, it does not prevent them.

B. Early and ongoing review with stakeholders prevents late discovery.

C. Documenting less increases ambiguity rather than reducing error.

D. Further delay compounds the cost of correction.

QUESTION 742 Predictive | Task 1 | Moderate | Single answer

A project manager has just acquired specialised equipment for a construction project. Which plan components are most likely to be updated next?

A. The resource management plan and the procurement management plan

B. The communications management plan and the team charter

C. The stakeholder register and the assumption log

D. The sprint backlog and the definition of done

Correct answer: A

Why: Acquiring physical resources affects how resources are managed and how the associated procurement is administered, so those plan components are updated.

A. Resource and procurement components are directly affected by the acquisition.

B. These relate to information flow and team behaviour, not equipment acquisition.

C. Neither is the primary artefact affected by an equipment purchase.

D. These are adaptive artefacts and do not apply here.

QUESTION 743 Predictive | Task 1 | Difficult | Single answer

A buyer has a clearly defined scope and wants the seller to bear the risk of cost overruns. Which contract type is most appropriate?

A. Cost plus percentage of cost

B. Firm fixed price

C. Time and materials

D. Cost plus award fee

Correct answer: B

Why: Firm fixed price sets one price for a well-defined scope and places cost overrun risk on the seller, which requires the scope to be clear enough to price.

A. This rewards higher costs and leaves all risk with the buyer.

B. Well-defined scope plus seller-borne overrun risk points to firm fixed price.

C. Time and materials suits undefined scope and leaves the buyer exposed.

D. Award fee contracts still reimburse costs to the seller.

QUESTION 744 Predictive | Task 1 | Moderate | Single answer

A predictive project is nearing completion with a 20 percent budget overrun. What should the project manager do next?

A. Stop reporting costs until the project is closed

B. Analyse the expenditure to establish the causes, then report the position and options to the sponsor

C. Reduce the final deliverable scope without approval

D. Blame the estimating team in the closure report

Correct answer: B

Why: An overrun is investigated to establish causes, then reported with options so the sponsor can make an informed decision.

A. Suppressing cost reporting removes governance oversight.

B. Establish causes, then report the position and the options.

C. Unapproved scope reduction is a governance breach.

D. Attribution of blame does not address the position.

QUESTION 745 Predictive | Task 1 | Moderate | Single answer

What is the primary purpose of an end-of-phase review in a predictive project?

A. To reassign the team to new work

B. To confirm phase deliverables are complete and decide whether to authorise the next phase

C. To celebrate the team's achievements

D. To revise the corporate strategy

Correct answer: B

Why: A phase-end review confirms that phase objectives and deliverables have been met and supports a decision to continue, modify or terminate.

A. Reassignment may follow but is not the purpose of the review.

B. Confirming completion and deciding on continuation is the purpose.

C. Recognition is valuable but not the review's function.

D. Corporate strategy sits above the individual project.

QUESTION 746 Predictive | Task 1 | Moderate | Single answer

Why does a predictive approach place heavy emphasis on documented plans and baselines?

A. Because documentation replaces the need for communication

B. Because the work can be specified in advance, so plans provide a stable basis for control and change decisions

C. Because regulators require identical documents on every project

D. Because teams cannot be trusted to make decisions

Correct answer: B

Why: When the work can be specified in advance, documented plans and baselines give a reliable reference for measuring performance and assessing proposed changes.

A. Documentation supports communication; it does not replace it.

B. Specifiable work makes documented baselines an effective control mechanism.

C. Documentation requirements vary by context and are tailored.

D. The rationale is predictability of the work, not distrust of the team.

QUESTION 747 Predictive | Task 2 | Easy | Single answer

A planner wants to show the order in which activities must be performed and which activities depend on which. Which tool should she produce?

A. A milestone chart

B. A network diagram

C. A Gantt chart

D. A project calendar

Correct answer: B

Why: A schedule network diagram shows project activities and the logical relationships between them.

A. Milestone Charts concerns communicating major events and target dates without the detail of a full activity schedule.

B. Activity sequence and dependencies are shown in a network diagram.

C. A Gantt or bar chart displays activities against a time axis, making planned versus actual timing easy to read.

D. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

QUESTION 748 Predictive | Task 2 | Moderate | Single answer

A team draws activities as boxes joined by arrows that show which activity must precede which. Which scheduling method are they using?

A. Precedence diagramming method

B. Earned value method

C. Critical chain buffering

D. Parametric estimating

Correct answer: A

Why: The precedence diagramming method represents activities as nodes connected by arrows that define logical relationships such as finish-to-start.

A. Activities on nodes with dependency arrows is the precedence diagramming method.

B. Earned value measures performance rather than sequencing work.

C. Critical chain focuses on resource constraints and buffers.

D. Parametric estimating derives estimates from statistical relationships.

QUESTION 749 Predictive | Task 2 | Moderate | Single answer

A construction manager wants to know which activities must not slip if the building is to be handed over on time. Which activities should she watch most closely?

A. The activities with the largest budgets

B. The activities on the critical path

C. The activities with the most team members

D. The activities scheduled last

Correct answer: B

Why: The critical path is the longest path through the network and has no float, so any delay to a critical activity delays the project finish.

A. Cost size does not determine schedule sensitivity.

B. Critical path activities have zero float and drive the completion date.

C. Headcount does not determine whether an activity drives the finish date.

D. The last activities are not necessarily on the critical path.

QUESTION 750 Predictive | Task 2 | Difficult | Single answer

A project has three activities. A takes 6 days. B takes 8 days and can only start when A finishes. C takes 5 days and can run in parallel with A. Which is the critical path and how long is it?

A. A then B, 14 days

B. C then B, 13 days

C. A then C, 11 days

D. C alone, 5 days

Correct answer: A

Why: B depends on A, so A followed by B gives 6 + 8 = 14 days. C runs in parallel and takes only 5 days, so the longest path is A then B.

A. The longest path through the network is A then B at 14 days.

B. B depends on A, not on C.

C. C runs in parallel with A rather than after it.

D. C alone does not represent the full duration of the project.

Questions 751-800

QUESTION 751 Predictive | Task 2 | Difficult | Single answer

An activity can be delayed by four days without affecting the project completion date. What does this indicate?

A. It has four days of total float and is not on the critical path

B. It is on the critical path

C. Its duration must be four days

D. It must be crashed

Correct answer: A

Why: Total float is the amount of time an activity can slip without delaying the project finish; a non-zero float means the activity is not on the critical path.

A. Four days of slack without delaying the finish is total float, so the activity is not critical.

B. Critical path activities have zero total float.

C. Float describes schedule flexibility, not duration.

D. Crashing is used to shorten the schedule, not required by the presence of float.

QUESTION 752 Predictive | Task 2 | Moderate | Single answer

To finish sooner, a team decides to run two activities that were planned in sequence partly in parallel. Which schedule compression technique is this?

A. Crashing

B. Fast tracking

C. Resource levelling

D. Rolling wave planning

Correct answer: B

Why: Fast tracking overlaps activities that were originally sequenced, shortening duration at the cost of increased risk and possible rework.

A. Crashing adds resources rather than overlapping activities.

B. Overlapping previously sequential activities is fast tracking.

C. Resource levelling adjusts the schedule to resource availability.

D. Rolling wave planning elaborates future work progressively.

QUESTION 753 Predictive | Task 2 | Moderate | Single answer

A project is significantly behind schedule and the completion date cannot move. The project manager adds staff to critical path activities, accepting the additional cost. Which technique is this?

A. Fast tracking

B. Crashing

C. Scope reduction

D. Resource smoothing

Correct answer: B

Why: Crashing shortens duration by adding resources to critical path activities, usually increasing cost.

A. Fast tracking overlaps activities rather than adding resources.

B. Adding resources to critical activities to shorten duration is crashing.

C. Reducing scope is a different response to schedule pressure.

D. Resource smoothing adjusts work within available float without changing the finish date.

QUESTION 754 Predictive | Task 2 | Difficult | Multiple response

Which two statements about schedule compression are correct? (Choose two)

A. Crashing typically increases cost

B. Fast tracking typically increases risk and potential rework

C. Both techniques always shorten the schedule at no cost

D. Compression should be applied to activities with the most float

Correct answer: A, B

Why: Crashing buys time with additional cost, while fast tracking buys time by accepting greater risk of rework from overlapping dependent work. Both are applied to the critical path.

A. Additional resources on critical activities raise cost.

B. Overlapping dependent work increases the chance of rework.

C. Both techniques carry a trade-off.

D. Compressing activities with float does not shorten the project.

QUESTION 755 Predictive | Task 2 | Moderate | Single answer

An expert estimates an activity at 6 days if all goes well, 20 days in the worst case and 10 days most likely. Using the three-point beta (PERT) formula, what is the expected duration?

A. 10 days

B. 11 days

C. 12 days

D. 13 days

Correct answer: B

Why: The PERT expected duration is (O + 4M + P) / 6 = (6 + 40 + 20) / 6 = 66 / 6 = 11 days.

A. 10 days is the most likely value, not the weighted expected value.

B. (6 + 4 x 10 + 20) / 6 = 11 days.

C. This is the simple average of the three values, not the beta-weighted result.

D. This does not follow from the formula with these inputs.

QUESTION 756 Predictive | Task 2 | Moderate | Single answer

For a design task the optimistic estimate is 4 days, the most likely is 9 days and the pessimistic is 14 days. What is the expected duration using the three-point beta formula?

A. 8.0 days

B. 9.0 days

C. 9.5 days

D. 10.0 days

Correct answer: B

Why: (4 + 4 x 9 + 14) / 6 = (4 + 36 + 14) / 6 = 54 / 6 = 9 days.

A. This is below the calculated weighted value.

B. The formula gives exactly 9 days.

C. This does not follow from the formula with these inputs.

D. This overstates the weighted expected value.

QUESTION 757 Predictive | Task 2 | Easy | Single answer

A project manager bases the budget for a new warehouse on the actual cost of a very similar warehouse built two years ago. Which estimating technique is this?

A. Bottom-up estimating

B. Analogous estimating

C. Parametric estimating

D. Three-point estimating

Correct answer: B

Why: Analogous estimating uses actual values from a similar previous project as the basis for the current estimate; it is quick but less accurate.

A. Bottom-up aggregates estimates of individual work packages.

B. Using a comparable past project as the basis is analogous estimating.

C. Parametric estimating applies a statistical rate to a measured quantity.

D. Three-point estimating combines optimistic, most likely and pessimistic values.

QUESTION 758 Predictive | Task 2 | Moderate | Single answer

An estimator calculates cabling cost by multiplying the number of metres required by a known cost per metre. Which technique is being used?

A. Analogous estimating

B. Parametric estimating

C. Expert judgement only

D. Reserve analysis

Correct answer: B

Why: Parametric estimating multiplies a measured quantity by an established unit rate derived from historical data.

A. Analogous estimating scales from a whole comparable project.

B. Quantity multiplied by a unit rate is parametric estimating.

C. Expert judgement alone does not use a calculated rate.

D. Reserve analysis establishes contingency, not the base estimate.

QUESTION 759 Predictive | Task 2 | Moderate | Single answer

A project manager has confirmed that all work packages are well defined and wants the most accurate cost estimate available. Which technique should she use?

A. Analogous estimating

B. Bottom-up estimating

C. Rough order of magnitude from the charter

D. Expert judgement at portfolio level

Correct answer: B

Why: Bottom-up estimating estimates each work package and aggregates the results, which is the most accurate approach when the work is well defined.

A. Analogous estimating is faster but less accurate.

B. Aggregating well-defined package estimates gives the highest accuracy.

C. A rough order of magnitude is a very early, wide-range estimate.

D. Portfolio-level judgement is too coarse for deliverable-level accuracy.

QUESTION 760 Predictive | Task 2 | Difficult | Single answer

Concrete must cure before the frame can be erected, because of the physical nature of the work. What type of dependency is this?

A. Discretionary

B. Mandatory

C. External

D. Internal preferential

Correct answer: B

Why: A mandatory dependency is inherent in the nature of the work and cannot be avoided; it is sometimes called hard logic.

A. Discretionary dependencies reflect preferred practice and could be changed.

B. A physically unavoidable sequence is a mandatory dependency.

C. External dependencies involve parties outside the project.

D. Preferential logic is discretionary by definition.

QUESTION 761 Predictive | Task 2 | Moderate | Single answer

A project cannot begin site works until the municipal authority issues a permit. What type of dependency is this?

A. Mandatory internal

B. Discretionary

C. External

D. Resource-driven

Correct answer: C

Why: An external dependency involves a relationship between project activities and something outside the project team's control, such as a regulator's decision.

A. The constraint originates outside the project, not within its own work.

B. The project cannot choose to proceed without the permit.

C. Dependence on an outside party is an external dependency.

D. The constraint is regulatory, not a matter of resource availability.

QUESTION 762 Predictive | Task 2 | Difficult | Single answer

A planner schedules the second coat of paint to start three days after the first coat finishes, to allow drying. What is the three-day delay called?

A. A lead

B. A lag

C. Total float

D. A buffer

Correct answer: B

Why: A lag is a required delay between activities; a lead allows a successor to start earlier than the pure logic would permit.

A. A lead accelerates a successor rather than delaying it.

B. A required waiting period between activities is a lag.

C. Float is schedule flexibility, not an imposed delay.

D. A buffer protects against uncertainty in critical chain scheduling.

QUESTION 763 Predictive | Task 2 | Moderate | Single answer

Key equipment will be available only in limited windows. Which technique should the project manager apply to understand the effect on the completion date?

A. Critical path analysis of the schedule with those availability constraints applied

B. Benchmarking against competitors

C. A retrospective

D. A Pareto chart

Correct answer: A

Why: Applying the availability constraints and recalculating the critical path shows how limited resource windows shift the project finish date.

A. Critical path analysis with the constraints applied reveals the schedule impact.

B. Benchmarking compares practice, it does not calculate schedule impact.

C. A retrospective improves the team's way of working.

D. Pareto analysis ranks causes by frequency.

QUESTION 764 Predictive | Task 2 | Difficult | Single answer

A schedule shows one specialist assigned to three overlapping activities at once. The project manager adjusts start dates so the specialist works on one at a time, accepting a later finish. Which technique is this?

A. Resource levelling

B. Fast tracking

C. Crashing

D. Scope decomposition

Correct answer: A

Why: Resource levelling adjusts activity dates to match resource availability and can extend the critical path and the project finish date.

A. Adjusting dates to fit limited resource availability, accepting a later finish, is levelling.

B. Fast tracking overlaps activities to finish earlier.

C. Crashing adds resources to shorten duration.

D. Decomposition breaks work into smaller components.

QUESTION 765 Predictive | Task 2 | Easy | Single answer

Which artefact shows scheduled activities as horizontal bars against a calendar so progress can be compared with planned dates?

A. A Gantt chart

B. A milestone chart

C. A burnup chart

D. A project schedule network diagram

Correct answer: A

Why: A Gantt or bar chart displays activities against a time axis, making planned versus actual timing easy to read.

A. Horizontal bars on a time axis is a Gantt chart.

B. Milestone Charts concerns communicating major events and target dates without the detail of a full activity schedule.

C. Burnup chart is a chart showing completed work and total scope, making scope change visible.

D. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

QUESTION 766 Predictive | Task 2 | Moderate | Single answer

Against what should actual activity completion dates be compared to determine whether the project is ahead of or behind plan?

A. The schedule baseline

B. The project calendar

C. The schedule forecast

D. The project schedule network diagram

Correct answer: A

Why: The schedule baseline is the approved version of the schedule, and performance is measured as variance against it.

A. The approved schedule baseline is the comparison point.

B. Project Calendar concerns recording working days, shifts, holidays, and availability constraints used by the schedule.

C. Schedule Forecast concerns predicting future schedule dates or completion using current performance and remaining work.

D. Project Schedule Network Diagram concerns displaying activities and the logical relationships used to analyze sequence and project duration.

QUESTION 767 Predictive | Task 3 | Easy | Single answer

Which formula gives the schedule variance of a project?

A. SV = PV - EV

B. SV = EV - PV

C. SV = EV - AC

D. SV = AC / EV

Correct answer: B

Why: Schedule variance is earned value minus planned value. A positive result means work is ahead of the planned schedule position, a negative result means behind.

A. This reverses the terms and inverts the sign of the result.

B. SV = EV - PV.

C. EV - AC is cost variance.

D. This is not a recognised earned value formula.

QUESTION 768 Predictive | Task 3 | Easy | Single answer

Which formula gives the cost variance of a project?

A. CV = EV - AC

B. CV = AC - EV

C. CV = EV - PV

D. CV = BAC - AC

Correct answer: A

Why: Cost variance is earned value minus actual cost. A negative result means more was spent than the value of work completed.

A. CV = EV - AC.

B. This inverts the sign convention.

C. EV - PV is schedule variance.

D. This is not a standard earned value formula.

QUESTION 769 Predictive | Task 3 | Moderate | Single answer

A team has completed work valued at $120,000 but has spent $132,000 to do it. What is the cost variance?

A. $12,000

B. -$12,000

C. $252,000

D. 0.91

Correct answer: B

Why: CV = EV - AC = 120,000 - 132,000 = -12,000, meaning the project is over budget for the work performed.

A. The sign is wrong; spending exceeded earned value.

B. 120,000 - 132,000 = -12,000.

C. This adds the two figures rather than subtracting.

D. This is the cost performance index, not the variance.

QUESTION 770 Predictive | Task 3 | Moderate | Single answer

A marketing project has delivered work worth $45,000 having spent $42,000. What is the cost variance?

A. -$3,000

B. $3,000

C. $87,000

D. 1.07

Correct answer: B

Why: CV = EV - AC = 45,000 - 42,000 = 3,000, a favourable variance indicating the project is under budget for the work performed.

A. The sign is reversed; less was spent than the value earned.

B. 45,000 - 42,000 = 3,000.

C. This sums the values instead of subtracting.

D. This is the cost performance index.

QUESTION 771 Predictive | Task 3 | Moderate | Single answer

At the reporting date the planned value is $175,000 and the earned value is $150,000. What is the schedule variance?

A. $25,000

B. -$25,000

C. 0.86

D. $325,000

Correct answer: B

Why: SV = EV - PV = 150,000 - 175,000 = -25,000, meaning less work has been completed than planned.

A. The sign is reversed; less value was earned than planned.

B. 150,000 - 175,000 = -25,000.

C. This is the schedule performance index.

D. This adds the two figures.

QUESTION 772 Predictive | Task 3 | Moderate | Single answer

A project has an earned value of $84,000 and an actual cost of $105,000. What is the cost performance index?

A. 1.25

B. 0.80

C. -21,000

D. 0.95

Correct answer: B

Why: CPI = EV / AC = 84,000 / 105,000 = 0.80, meaning 80 cents of value is being earned per dollar spent.

A. This divides actual cost by earned value.

B. 84,000 / 105,000 = 0.80.

C. This is the cost variance, not the index.

D. This does not follow from the figures given.

QUESTION 773 Predictive | Task 3 | Moderate | Single answer

A project reports an earned value of $110,000 against an actual cost of $100,000. What is the CPI and what does it indicate?

A. 0.91, over budget

B. 1.10, under budget for the work performed

C. 1.10, behind schedule

D. 10,000, on budget

Correct answer: B

Why: CPI = 110,000 / 100,000 = 1.10. A CPI above 1.0 indicates favourable cost performance for the work completed.

A. This inverts the division and misreads the result.

B. CPI of 1.10 indicates favourable cost performance.

C. CPI measures cost performance, not schedule.

D. This is the cost variance, not an index.

QUESTION 774 Predictive | Task 3 | Moderate | Single answer

A project has a planned value of $80,000 and an earned value of $88,000. What is the schedule performance index?

A. 0.91

B. 1.10

C. 8,000

D. 1.00

Correct answer: B

Why: SPI = EV / PV = 88,000 / 80,000 = 1.10, indicating the project is ahead of the planned schedule position.

A. This inverts the division.

B. 88,000 / 80,000 = 1.10.

C. This is the schedule variance in currency, not the index.

D. Earned value exceeds planned value, so the index is above 1.0.

QUESTION 775 Predictive | Task 3 | Moderate | Single answer

A project shows an earned value of $72,000 against a planned value of $90,000. What is the SPI and what does it mean?

A. 0.80, behind the planned schedule position

B. 1.25, ahead of schedule

C. 0.80, over budget

D. -18,000, on schedule

Correct answer: A

Why: SPI = 72,000 / 90,000 = 0.80. An SPI below 1.0 means less work has been completed than was planned by this point.

A. SPI of 0.80 indicates the project is behind the planned schedule position.

B. This inverts the division.

C. SPI measures schedule performance, not cost.

D. This is the schedule variance, and the project is not on schedule.

QUESTION 776 Predictive | Task 3 | Moderate | Single answer

For a work package the earned value exactly equals the actual cost. How should the status be reported?

A. Ahead of schedule

B. Exactly on budget for the work performed

C. Over budget

D. Under budget

Correct answer: B

Why: When EV equals AC, the cost variance is zero and the CPI is 1.0, so the work performed cost exactly what it was worth.

A. Schedule status requires comparison of EV with PV.

B. EV equal to AC means zero cost variance.

C. Over budget would require AC to exceed EV.

D. Under budget would require EV to exceed AC.

QUESTION 777 Predictive | Task 3 | Moderate | Single answer

A coordinator reviewing the budget finds that the earned value is higher than the actual cost. What should she report?

A. The project is over budget

B. The project has a favourable cost variance

C. The project is behind schedule

D. The project has no baseline

Correct answer: B

Why: EV greater than AC gives a positive cost variance and a CPI above 1.0, which is favourable cost performance.

A. Over budget would require actual cost to exceed earned value.

B. A positive cost variance is favourable.

C. Schedule status is determined by comparing EV with PV.

D. Earned value calculations require a baseline to exist.

QUESTION 778 Predictive | Task 3 | Moderate | Single answer

Which formula estimates the total cost at completion assuming current cost performance continues?

A. EAC = BAC - AC

B. EAC = BAC / CPI

C. EAC = EV - AC

D. EAC = PV x SPI

Correct answer: B

Why: When current cost performance is expected to continue, EAC = BAC / CPI projects the total cost at completion.

A. This is not a recognised EAC formula.

B. EAC = BAC / CPI is the standard formula when current performance is typical.

C. EV - AC is the cost variance.

D. This is not a recognised earned value formula.

QUESTION 779 Predictive | Task 3 | Difficult | Single answer

A project with a budget at completion of $400,000 is running at a CPI of 0.80, and this performance is expected to continue. What is the estimate at completion?

A. $320,000

B. $400,000

C. $500,000

D. $480,000

Correct answer: C

Why: EAC = BAC / CPI = 400,000 / 0.80 = 500,000.

A. This multiplies rather than divides by the CPI.

B. This assumes performance returns to plan, which the question excludes.

C. 400,000 / 0.80 = 500,000.

D. This does not follow from the formula with these values.

QUESTION 780 Predictive | Task 3 | Difficult | Single answer

At the midpoint of a project, the manager wants to know how much more money is needed to finish based on current performance. Which measure answers this?

A. Budget at completion

B. Estimate to complete

C. Planned value

D. Cost variance

Correct answer: B

Why: Estimate to complete is the expected cost to finish the remaining work, typically calculated as EAC minus AC.

A. BAC is the total approved budget, not the remaining requirement.

B. ETC is the forecast cost of the remaining work.

C. Planned value is the authorised budget for work scheduled to date.

D. Cost variance reports past performance, not the remaining requirement.

QUESTION 781 Predictive | Task 3 | Difficult | Single answer

A project forecasts an estimate at completion of $500,000 and has incurred actual costs of $250,000 to date. What is the estimate to complete?

A. $250,000

B. $500,000

C. $750,000

D. $125,000

Correct answer: A

Why: ETC = EAC - AC = 500,000 - 250,000 = 250,000.

A. 500,000 - 250,000 = 250,000 remains to be spent.

B. This is the total forecast, not the remaining amount.

C. This adds the two values.

D. This does not follow from the formula.

QUESTION 782 Predictive | Task 3 | Difficult | Single answer

A project has a budget at completion of $400,000 and a forecast estimate at completion of $500,000. What is the variance at completion?

A. $100,000

B. -$100,000

C. $900,000

D. 0.80

Correct answer: B

Why: VAC = BAC - EAC = 400,000 - 500,000 = -100,000, indicating a forecast overspend of that amount.

A. The sign is reversed; the forecast exceeds the budget.

B. 400,000 - 500,000 = -100,000.

C. This adds the two figures.

D. This is the CPI implied by the forecast, not the variance.

QUESTION 783 Predictive | Task 3 | Difficult | Multiple response

A project reports a CPI of 0.90 and an SPI of 1.30. Which two statements describe its status? (Choose two)

A. The project is over budget for the work performed

B. The project is under budget for the work performed

C. The project is ahead of the planned schedule position

D. The project is behind the planned schedule position

Correct answer: A, C

Why: A CPI below 1.0 indicates unfavourable cost performance, while an SPI above 1.0 indicates the project has completed more work than planned by this point.

A. CPI below 1.0 means cost performance is unfavourable.

B. Under budget would require a CPI above 1.0.

C. SPI above 1.0 means more work has been earned than planned.

D. Behind schedule would require an SPI below 1.0.

QUESTION 784 Predictive | Task 3 | Moderate | Single answer

A project manager needs to forecast whether the project will finish within budget based on performance so far. Which method should she use?

A. Earned value management

B. Stakeholder analysis

C. Brainstorming

D. Resource levelling

Correct answer: A

Why: Earned value management integrates scope, schedule and cost measurements to assess performance and forecast outcomes at completion.

A. EVM provides the performance indices and forecasts required.

B. Stakeholder analysis addresses interests and influence.

C. Brainstorming generates ideas.

D. Resource levelling adjusts the schedule to resource availability.

QUESTION 785 Predictive | Task 3 | Difficult | Single answer

Nine months into a project, the SPI has fallen steadily from 0.90 to 0.80 to 0.70 and now stands at 0.60, and the end date cannot move. What is the most appropriate response?

A. Continue monitoring and hope performance recovers

B. Apply schedule compression such as crashing or fast tracking to critical path activities, and report the cost and risk implications

C. Change the baseline to match actual performance without approval

D. Stop reporting the SPI

Correct answer: B

Why: A sustained and worsening schedule decline against a fixed end date calls for deliberate compression of the critical path, with the associated cost and risk trade-offs reported for decision.

A. Four consecutive declining periods show the trend is not self-correcting.

B. Compress the critical path and report the trade-offs for a decision.

C. Rebaselining without approval conceals the variance.

D. Suppressing the measure removes visibility of the problem.

QUESTION 786 Predictive | Task 3 | Moderate | Single answer

A cost management plan states that variances beyond plus or minus 10 percent require escalation. What is this an example of?

A. A control threshold

B. A risk trigger

C. A quality metric

D. A milestone

Correct answer: A

Why: Control thresholds define the variance limits beyond which action or escalation is required, and are set in the relevant management plan.

A. A defined variance limit that triggers action is a control threshold.

B. A risk trigger signals that a specific risk is about to occur.

C. A quality metric defines how a quality attribute is measured.

D. A milestone marks a significant point in the schedule.

QUESTION 787 Agile | Task 1 | Easy | Single answer

A software house serves clients whose requirements shift quickly with market conditions. Which approach best suits their work?

A. Predictive

B. Adaptive

C. Phase-gated waterfall

D. Operational management

Correct answer: B

Why: Adaptive approaches plan in short cycles and re-prioritise frequently, which suits volatile requirements far better than a fixed long-range plan.

A. Predictive planning assumes stable requirements.

B. Volatile requirements favour short cycles and frequent re-planning.

C. Gates between long phases delay response to change.

D. Operations sustain existing services rather than deliver change.

QUESTION 788 Agile | Task 1 | Moderate | Single answer

Stakeholders for a new payment feature have supplied a list of desired capabilities and want a working demonstration of completed functionality every few weeks. Which framework best matches this expectation?

A. Scrum

B. Kanban flow with work-in-progress limits

C. Extreme programming with engineering practices

D. A scaled agile framework for many teams

Correct answer: A

Why: Scrum delivers a potentially releasable increment each sprint and inspects it with stakeholders at the sprint review, matching the demand for regular demonstrations.

A. Regular demonstration of completed functionality is built into Scrum.

B. Kanban manages continuous flow without Scrum's recurring Sprint Review event.

C. XP emphasizes engineering quality rather than the requested Sprint review cadence.

D. The scenario describes one team's recurring increments, not multi-team coordination.

QUESTION 789 Agile | Task 1 | Moderate | Single answer

A startup building a fitness app has adopted Kanban. What must appear prominently on their board for the method to work as intended?

A. Individual performance rankings

B. Work-in-progress limits for each column

C. A fixed sprint end date

D. The names of all stakeholders

Correct answer: B

Why: Kanban relies on visualising the workflow and limiting work in progress so that items are finished before new ones are started.

A. Individual rankings undermine the team focus Kanban depends on.

B. WIP limits are the mechanism that creates pull and improves flow.

C. Kanban is continuous flow and does not require fixed iteration boundaries.

D. A stakeholder list does not manage flow.

QUESTION 790 Agile | Task 1 | Easy | Single answer

Which statement reflects a core agile value?

A. Following the plan matters more than responding to change

B. Responding to change is valued over following a plan

C. Comprehensive documentation is valued over working software

D. Contract negotiation is valued over customer collaboration

Correct answer: B

Why: The agile values place responding to change above following a plan, while still recognising that there is value in the items on the right.

A. This reverses the value statement.

B. Responding to change over following a plan is a core agile value.

C. Working software is valued over comprehensive documentation.

D. Customer collaboration is valued over contract negotiation.

QUESTION 791 Agile | Task 1 | Moderate | Single answer

When an agile team runs into repeated difficulty, which response is most consistent with agile principles?

A. Escalate to management and await instructions

B. Reflect at regular intervals on how to become more effective, then adjust behaviour accordingly

C. Increase documentation until the difficulty disappears

D. Extend the iteration until the problem resolves itself

Correct answer: B

Why: An agile principle states that the team reflects at regular intervals on how to become more effective and then tunes and adjusts its behaviour.

A. Agile teams are expected to self-organise and improve, not wait for instruction.

B. Regular reflection followed by adjustment is an explicit agile principle.

C. More documentation does not by itself address the difficulty.

D. Extending the timebox removes the feedback cadence that surfaces problems.

QUESTION 792 Agile | Task 1 | Moderate | Single answer

Which practice most directly reflects agile's emphasis on close collaboration?

A. Quarterly written status reports to the customer

B. Daily coordination among the team and frequent contact with the business representative

C. A single requirements sign-off at the start

D. A change control board meeting each month

Correct answer: B

Why: Agile favours frequent, direct interaction within the team and with business stakeholders over infrequent formal exchanges.

A. Quarterly reporting is far too infrequent to support collaboration.

B. Daily coordination and ready access to the business is the collaborative pattern.

C. A single sign-off is characteristic of plan-based delivery.

D. Monthly formal change boards slow rather than enable collaboration.

QUESTION 793 Agile | Task 1 | Moderate | Single answer

In an adaptive approach, what should primarily determine which product increment is built next?

A. The order items were originally requested

B. The value the increment delivers to the customer

C. The technical preference of the developers

D. The alphabetical order of the backlog items

Correct answer: B

Why: Adaptive delivery orders work by value so that the highest-value outcomes are realised earliest and feedback is obtained on what matters most.

A. Order of request does not reflect current value.

B. Value to the customer drives ordering in adaptive delivery.

C. Technical preference is a consideration but not the primary driver.

D. Alphabetical ordering has no relationship to value.

QUESTION 794 Agile | Task 1 | Moderate | Single answer

A team faces vague success criteria and stakeholders who disagree about scope. What is the most effective way to validate direction early?

A. Write a complete requirements specification before any build

B. Build a minimum viable product to test the core assumptions and refine scope from real use

C. Ask the sponsor to decide unilaterally

D. Postpone the project until agreement is reached

Correct answer: B

Why: A minimum viable product delivers the smallest thing that produces real learning, which resolves disagreement with evidence rather than argument.

A. Specifying in full does not resolve genuine uncertainty about value.

B. An MVP validates assumptions and clarifies scope through real feedback.

C. A unilateral decision does not test whether the direction is right.

D. Postponement forgoes the learning that would resolve the disagreement.

QUESTION 795 Agile | Task 1 | Moderate | Single answer

After an MVP release, some customers complain that it lacks many features. What should the project manager do first?

A. Immediately add all the requested features to the current iteration

B. Have the product owner meet the customers to understand which gaps actually matter and re-order the backlog accordingly

C. Withdraw the MVP from the market

D. Explain that an MVP is not meant to be useful

Correct answer: B

Why: An MVP is deliberately minimal; the right response is to gather the feedback it was released to obtain and re-prioritise the backlog on the basis of it.

A. Adding everything requested abandons prioritisation by value.

B. Understand the feedback and re-prioritise, which is the purpose of releasing an MVP.

C. Withdrawal discards the feedback loop the release created.

D. An MVP is intended to be useful, just minimal.

QUESTION 796 Agile | Task 1 | Moderate | Single answer

An organisation is releasing several software versions over a year. Each version both refines earlier functionality based on feedback and introduces new capability. Which pattern describes this?

A. Purely iterative

B. Purely incremental

C. A combination of iterative and incremental delivery

D. Single-pass predictive

Correct answer: C

Why: Refining existing functionality is iterative and adding new capability is incremental; many adaptive approaches combine both.

A. Purely iterative work would refine without adding new capability.

B. Purely incremental work would add without reworking existing functionality.

C. Doing both is the combined iterative and incremental pattern.

D. A single-pass predictive approach delivers once at the end.

QUESTION 797 Agile | Task 1 | Moderate | Single answer

A financial group is overhauling digital banking with many agile teams spread across regions and a shared release train. What is the primary problem a scaled framework solves here?

A. Writing better user stories

B. Aligning planning, dependencies and releases across many teams

C. Choosing a programming language

D. Reducing the number of stakeholders

Correct answer: B

Why: Scaled frameworks exist to coordinate planning, manage cross-team dependencies and synchronise releases where many teams contribute to one outcome.

A. Story writing is a team-level skill, not a scaling problem.

B. Cross-team alignment of planning, dependencies and releases is the scaling problem.

C. Technology choice is unrelated to the scaling framework.

D. Scaling frameworks coordinate stakeholders rather than reduce them.

QUESTION 798 Agile | Task 1 | Moderate | Single answer

A remote team across several time zones is building an online store and needs constant coordination. Which combination best supports them?

A. Annual planning with quarterly written reports

B. Short iterations with a daily coordination event and shared collaboration tooling

C. A single handover at the end of the project

D. Individual work with no shared cadence

Correct answer: B

Why: Short iterations plus a daily coordination point and shared tooling give distributed teams a reliable rhythm for surfacing and resolving blockers.

A. Annual cadence gives no mechanism for daily coordination.

B. A short cadence with daily coordination and shared tooling suits distributed work.

C. A single handover removes all opportunity to coordinate.

D. Without a shared cadence, distributed work drifts out of alignment.

QUESTION 799 Agile | Task 1 | Moderate | Single answer

How does an adaptive approach most directly improve a project's ability to respond to change?

A. By removing the need for planning altogether

B. By creating regular, short feedback points at which priorities can be revised

C. By reducing the number of stakeholders consulted

D. By fixing all requirements at the outset

Correct answer: B

Why: Short cycles create frequent, low-cost opportunities to inspect results and change direction before large amounts of effort are committed.

A. Adaptive approaches plan frequently rather than not at all.

B. Regular short feedback points are the mechanism for responsiveness.

C. Adaptive delivery typically increases stakeholder involvement.

D. Fixed requirements are the opposite of adaptability.

QUESTION 800 Agile | Task 1 | Difficult | Multiple response

Which two situations most clearly justify a hybrid approach rather than a wholly adaptive one? (Choose two)

A. A regulated component whose specification is fixed sits alongside a user-facing component whose requirements will emerge

B. Every part of the product is equally uncertain

C. A fixed external milestone must be met while the product detail is still being discovered

D. The team simply prefers longer iterations

Correct answer: A, C

Why: Hybrid delivery is justified when different parts of one project genuinely have different levels of certainty, or when fixed external commitments coexist with emergent detail.

A. Mixed certainty across components is the classic hybrid case.

B. Uniform uncertainty points to a wholly adaptive approach.

C. A hard external commitment alongside emergent scope calls for blended control.

D. Team preference for iteration length is not a basis for changing approach.

Questions 801-850

QUESTION 801 Agile | Task 2 | Easy | Single answer

Which event begins each sprint and determines what the team will work on during it?

A. Sprint review

B. Sprint planning

C. Retrospective

D. Daily scrum

Correct answer: B

Why: Sprint planning opens the sprint, sets the sprint goal and selects the product backlog items the team will work on.

A. The sprint review inspects the increment at the end of the sprint.

B. Sprint planning starts the sprint and selects its work.

C. The retrospective closes the sprint with process improvement.

D. The daily scrum coordinates work within the sprint.

QUESTION 802 Agile | Task 2 | Moderate | Single answer

During sprint planning, where do the items the team commits to come from?

A. They are newly written by the scrum master during the meeting

B. They are selected from the product backlog to form the sprint backlog

C. They are pulled from the previous sprint's retrospective actions

D. They are supplied directly by end users at the meeting

Correct answer: B

Why: The team selects items from the ordered product backlog and, together with a plan for delivering them, these form the sprint backlog.

A. The scrum master facilitates the process and does not author the work.

B. Sprint backlog items are drawn from the product backlog.

C. Retrospective actions are improvements to the way of working, not product scope.

D. User needs reach the team through the ordered product backlog.

QUESTION 803 Agile | Task 2 | Moderate | Single answer

In which activity does the team clarify, split and estimate upcoming backlog items so they are ready for a future sprint?

A. Daily scrum

B. Backlog refinement

C. Sprint review

D. Release planning

Correct answer: B

Why: Backlog refinement adds detail, estimates and order to product backlog items so that they are sufficiently understood before sprint planning.

A. The daily scrum coordinates the current sprint's work.

B. Clarifying, splitting and estimating upcoming items is refinement.

C. The sprint review inspects what was built.

D. Release planning looks across sprints at a higher level.

QUESTION 804 Agile | Task 2 | Moderate | Single answer

During sprint planning, who decides how many backlog items the team can take into the sprint?

A. The product owner

B. The developers doing the work

C. The project sponsor

D. The scrum master

Correct answer: B

Why: The people who will do the work determine how much they can take on; the product owner decides priority order, not quantity.

A. The product owner orders the backlog but does not set team capacity.

B. The team doing the work forecasts how much it can complete.

C. The sponsor funds the work and does not set sprint capacity.

D. The scrum master facilitates rather than commits on the team's behalf.

QUESTION 805 Agile | Task 2 | Moderate | Single answer

Teams new to agile keep over-committing in sprints because they still think in long-range targets. What is the most effective response?

A. Lengthen the sprints until everything fits

B. Coach the teams on capacity forecasting and ordering work by value, using their own recent delivery data

C. Remove the sprint goal so nothing can be missed

D. Ask each member to work longer hours

Correct answer: B

Why: Over-commitment is corrected by teaching teams to forecast from their actual recent throughput and to order work by value so the most important items finish.

A. Longer sprints delay feedback without fixing the forecasting problem.

B. Capacity forecasting from real data plus value ordering corrects over-commitment.

C. Removing the goal removes focus rather than improving forecasting.

D. Sustained overtime is not a sustainable pace and masks the real issue.

QUESTION 806 Agile | Task 2 | Moderate | Single answer

A team completed 18 story points in its first sprint, 22 in its second and 26 in its third. What is its average velocity?

A. 18

B. 22

C. 26

D. 66

Correct answer: B

Why: Average velocity is the mean of completed points: (18 + 22 + 26) / 3 = 66 / 3 = 22.

A. This is the lowest single sprint, not the average.

B. The three sprints average 22 story points.

C. This is the highest single sprint.

D. This is the total across all three sprints.

QUESTION 807 Agile | Task 2 | Moderate | Single answer

A sprint fell over a period with several public holidays and velocity dropped sharply. Stakeholders ask for a forecast of future delivery rate. What should the project manager use?

A. The single most recent sprint's velocity

B. The average velocity over several recent sprints, noting the holiday effect

C. The highest velocity the team has ever achieved

D. The team's original optimistic estimate

Correct answer: B

Why: A rolling average over several sprints smooths one-off distortions such as holidays and gives a more reliable forecast than any single sprint.

A. The most recent sprint is distorted by the holidays.

B. A multi-sprint average smooths one-off effects.

C. Best-ever performance is not a realistic forecast.

D. The original optimistic estimate is not based on observed delivery.

QUESTION 808 Agile | Task 2 | Moderate | Single answer

A team's velocity falls markedly in the fourth of six sprints. Which is the most plausible explanation?

A. The team members stopped caring about the product

B. Several team members were away on a week-long training course during that sprint

C. Velocity is a fixed number and cannot change

D. The product owner reordered the backlog

Correct answer: B

Why: Velocity reflects available capacity; a sizeable loss of team time in a sprint reduces the points completed without indicating any decline in performance.

A. This is an assumption about motivation with no supporting evidence.

B. Reduced available capacity directly lowers completed points.

C. Velocity varies naturally between sprints.

D. Reordering changes what is built, not how much capacity exists.

QUESTION 809 Agile | Task 2 | Difficult | Single answer

A team repeatedly fails to complete its sprint forecast. Which action would be inappropriate?

A. Examine the causes in the retrospective

B. Reduce the amount forecast until the team reliably finishes

C. Insist that velocity remain constant regardless of circumstances

D. Split large items into smaller ones

Correct answer: C

Why: Velocity is an observed measure of capacity, not a target to be enforced; mandating a constant velocity ignores the causes of the shortfall.

A. Examining causes in the retrospective is exactly the right response.

B. Forecasting less until delivery is reliable is a sound adjustment.

C. Forcing velocity to stay constant treats a measure as a target and is inappropriate.

D. Smaller items improve flow and predictability.

QUESTION 810 Agile | Task 2 | Moderate | Single answer

A product owner wants to classify features as must have, should have, could have and will not have for this release. Which technique is she using?

A. MoSCoW prioritisation

B. Kano model

C. Weighted shortest job first

D. Paired comparison

Correct answer: A

Why: MoSCoW sorts requirements into must, should, could and will not have categories to make release trade-offs explicit.

A. These four categories define the MoSCoW technique.

B. Kano Model concerns classifying features by how they affect satisfaction, including basic, performance, and delight characteristics.

C. Weighted shortest job first is prioritization that divides cost of delay by job size or duration.

D. Paired Comparison concerns comparing options two at a time to build a relative priority or preference order.

QUESTION 811 Agile | Task 2 | Moderate | Single answer

During planning, team members disagree about the size of a user story. What should they do?

A. Take the average of the estimates and move on silently

B. Discuss the reasons behind the differing views, then re-estimate

C. Let the highest estimate stand automatically

D. Ask the scrum master to set the estimate

Correct answer: B

Why: Differing estimates usually reveal different understandings of the work; surfacing those reasons and re-estimating produces a shared understanding as well as a number.

A. Averaging hides the misunderstanding that caused the difference.

B. Discussing the difference, then re-estimating, resolves the underlying ambiguity.

C. Defaulting to the highest number avoids the conversation.

D. The scrum master does not estimate the team's work.

QUESTION 812 Agile | Task 2 | Easy | Single answer

During sprint planning the team finds a user story ambiguous. What should they do?

A. Guess the intent and begin work

B. Ask the product owner to clarify it during planning

C. Move it to the next sprint without discussion

D. Write their own acceptance criteria and proceed

Correct answer: B

Why: The product owner owns the meaning and value of backlog items, so clarification is sought directly and immediately rather than assumed.

A. Guessing produces work that may not meet the need.

B. Clarify with the product owner while planning is still in progress.

C. Deferring without discussion leaves the ambiguity unresolved.

D. The team may draft criteria, but they must be agreed with the product owner.

QUESTION 813 Agile | Task 2 | Moderate | Single answer

What is the main purpose of a sprint goal?

A. To list every task the team will perform

B. To give the sprint a single coherent objective that guides decisions during the sprint

C. To record individual performance targets

D. To fix the release date for the product

Correct answer: B

Why: The sprint goal provides a shared objective that gives the sprint coherence and helps the team make trade-offs when detail changes during the sprint.

A. Task detail sits in the sprint backlog, not the goal.

B. A single coherent objective guiding in-sprint decisions is the purpose.

C. Agile measures team outcomes rather than individual targets.

D. Release dates are set through release planning.

QUESTION 814 Agile | Task 2 | Moderate | Single answer

Why are agile events given a fixed maximum duration?

A. To ensure every event uses its full allotted time

B. To keep the event focused and protect the team's time for delivery

C. To prevent the team from finishing early

D. Because contracts require it

Correct answer: B

Why: A timebox sets an upper limit that keeps events purposeful and bounded, preserving capacity for the actual work.

A. A timebox is a maximum, not a quota to be consumed.

B. Focus and protection of delivery time are the reasons for timeboxing.

C. Finishing an event early is perfectly acceptable.

D. Timeboxing is a practice choice, not a contractual requirement.

QUESTION 815 Agile | Task 3 | Easy | Single answer

A team member wants to see how much work remains in the current sprint and whether the team is on track to finish it. Which chart should she look at?

A. Burndown chart

B. Burnup chart

C. Cumulative flow diagram

D. Release burndown

Correct answer: A

Why: A sprint burndown chart plots remaining work against time in the sprint, showing progress towards completing the forecast.

A. Remaining work over the sprint is shown on a burndown chart.

B. Burnup chart is a chart showing completed work and total scope, making scope change visible.

C. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

D. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

QUESTION 816 Agile | Task 3 | Moderate | Single answer

A stakeholder wants to see both how much work has been completed and how the total scope has changed over time. Which chart shows both?

A. Burndown chart

B. Burnup chart

C. Velocity chart

D. Gantt chart

Correct answer: B

Why: A burnup chart plots completed work and the total scope line separately, so scope changes are visible alongside progress.

A. A burndown chart shows only remaining work, hiding scope changes.

B. A burnup chart shows completed work and total scope together.

C. A velocity chart compares output across iterations.

D. A Gantt chart displays scheduled activities over time.

QUESTION 817 Agile | Task 3 | Moderate | Single answer

At the end of a sprint, a scrum master wants to compare the team's output with previous sprints. Which chart is most appropriate?

A. Velocity chart

B. Burnup chart

C. Release burndown

D. Cumulative flow diagram

Correct answer: A

Why: A velocity chart shows completed work per sprint across several sprints, which is what trend comparison requires.

A. Sprint-by-sprint output comparison is what a velocity chart shows.

B. Burnup chart is a chart showing completed work and total scope, making scope change visible.

C. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

D. Cumulative flow diagram is a chart showing the amount of work in each workflow state over time.

QUESTION 818 Agile | Task 3 | Difficult | Single answer

A project manager wants to see how work items have moved through each workflow stage over time and where they are piling up. Which tool should she use?

A. Cumulative flow diagram

B. Burnup chart

C. Release burndown

D. Task board

Correct answer: A

Why: A cumulative flow diagram shows the quantity of work in each state over time, making bottlenecks visible as widening bands.

A. Work in each state over time, and bottlenecks, are shown on a cumulative flow diagram.

B. Burnup chart is a chart showing completed work and total scope, making scope change visible.

C. Release burndown is a chart tracking remaining work toward a release across multiple iterations.

D. Task Board concerns showing work items by workflow state so progress, ownership, and blockage are visible.

QUESTION 819 Agile | Task 3 | Moderate | Single answer

A team keeps a large visible board in its work area showing current status, blockers and progress for anyone passing by. What is this called?

A. An information radiator

B. A change log

C. A procurement register

D. A quality checklist

Correct answer: A

Why: An information radiator is a highly visible display that communicates project status to the team and anyone else without them having to ask.

A. A large, publicly visible status display is an information radiator.

B. A change log records change requests and decisions.

C. A procurement register tracks purchases.

D. A quality checklist verifies completion of specified steps.

QUESTION 820 Agile | Task 3 | Easy | Single answer

A team wants a shared, agreed standard that every item must meet before it can be called complete. What is this called?

A. Acceptance criteria

B. The definition of done

C. The sprint goal

D. The product vision

Correct answer: B

Why: The definition of done is the team's shared standard of completeness that applies to every item in the increment.

A. Acceptance criteria are specific to an individual item.

B. A shared completeness standard applying to all items is the definition of done.

C. The sprint goal is the objective for one sprint.

D. The product vision describes the longer-term intent.

QUESTION 821 Agile | Task 3 | Moderate | Single answer

A quality team verifies that a product satisfies an agreed set of standards before it is released, ensuring consistency across releases. Which agile concept does this most closely resemble?

A. The definition of done

B. The product backlog

C. The sprint retrospective

D. Velocity

Correct answer: A

Why: A consistent set of standards that every item must satisfy before it is considered complete is the definition of done.

A. A consistent completeness standard applied before release is the definition of done.

B. The product backlog is the ordered list of work.

C. The retrospective improves the team's way of working.

D. Velocity measures output per iteration.

QUESTION 822 Agile | Task 3 | Moderate | Single answer

When is a feature ready to be released to production in an agile team?

A. When the developer believes the code works

B. When it satisfies the team's definition of done

C. When the sprint timebox expires

D. When the product owner first sees a demonstration

Correct answer: B

Why: A feature is releasable only when it meets the definition of done, which covers development, testing and any other agreed completion criteria.

A. Individual belief is not a verified standard.

B. Meeting the definition of done is the release readiness condition.

C. The end of a timebox does not make incomplete work releasable.

D. Seeing a demonstration is not the same as meeting completion criteria.

QUESTION 823 Agile | Task 3 | Easy | Single answer

A new team member wants to know how to tell whether one particular user story has been implemented correctly. Which part of the story tells her?

A. The story points

B. The acceptance criteria

C. The sprint goal

D. The velocity

Correct answer: B

Why: Acceptance criteria state the specific conditions a story must satisfy to be accepted, and they are unique to that story.

A. Story points estimate relative size.

B. Item-specific conditions for acceptance are the acceptance criteria.

C. The sprint goal covers the whole sprint rather than one story.

D. Velocity is a team-level measure of output.

QUESTION 824 Agile | Task 3 | Moderate | Single answer

A stakeholder asks what outcome a particular backlog item is expected to produce. Which element should the team point to?

A. The acceptance criteria of that item

B. The team's velocity chart

C. The retrospective actions

D. The resource calendar

Correct answer: A

Why: Acceptance criteria describe the expected behaviour and outcome for a specific item, so they answer what the item will deliver.

A. Expected outcome for a specific item is captured in its acceptance criteria.

B. Velocity describes team throughput, not item outcomes.

C. Retrospective actions improve the process.

D. A resource calendar shows availability.

QUESTION 825 Agile | Task 3 | Moderate | Single answer

What is the primary purpose of a Kanban board?

A. To assign blame for delayed items

B. To make the flow of work visible so bottlenecks and blocked items are obvious

C. To record the project budget

D. To store the contract documents

Correct answer: B

Why: A Kanban board visualises the workflow and the state of each item, which exposes bottlenecks and blocked work for the team to act on.

A. The board surfaces system problems rather than individual fault.

B. Visualising flow to expose bottlenecks is its primary purpose.

C. Budget information is held in cost documentation.

D. Contracts are held in procurement records.

QUESTION 826 Agile | Task 3 | Moderate | Single answer

What is the main effect of applying work-in-progress limits?

A. It increases the number of items started at once

B. It encourages the team to finish current items before pulling new ones, shortening cycle time

C. It removes the need for a board

D. It guarantees zero defects

Correct answer: B

Why: Limiting work in progress forces completion before new work starts, which reduces multitasking and shortens the time items spend in the system.

A. WIP limits reduce rather than increase concurrent work.

B. Finishing before starting shortens cycle time.

C. The board is what makes the limits visible and enforceable.

D. WIP limits improve flow, not defect rates directly.

QUESTION 827 Agile | Task 3 | Moderate | Single answer

A team new to Scrum is setting up its board. What is most important for it to show?

A. Individual utilisation percentages

B. The sprint backlog items and their current state, visible to the whole team

C. The annual budget forecast

D. Each member's holiday plans

Correct answer: B

Why: The board's purpose is to make the sprint's work and its current state transparent to the whole team so the team can self-manage.

A. Individual utilisation encourages local optimisation rather than flow.

B. Sprint work and its state, visible to all, is the board's core content.

C. Annual budget forecasts are not sprint-level information.

D. Availability is useful for planning but is not the board's purpose.

QUESTION 828 Agile | Task 3 | Difficult | Single answer

A team wants to measure how long an item takes from the moment work starts on it to the moment it is complete. Which metric is this?

A. Lead time

B. Cycle time

C. Velocity

D. Schedule variance

Correct answer: B

Why: Cycle time measures the elapsed time from starting work on an item to completing it; lead time measures from request to delivery.

A. Lead time starts when the item is requested, not when work begins.

B. Start of work to completion is cycle time.

C. Velocity measures output per iteration, not duration per item.

D. Schedule variance is a predictive earned value measure.

QUESTION 829 Agile | Task 4 | Moderate | Single answer

Which statement correctly describes the relationship between the product backlog and the sprint backlog?

A. They contain identical items at all times

B. The sprint backlog contains the subset of product backlog items the team has taken into the current sprint, plus the plan to deliver them

C. The product backlog is created from the sprint backlog each sprint

D. The sprint backlog holds all future work for the product

Correct answer: B

Why: The product backlog is the ordered list of everything that may be needed for the product; the sprint backlog is the selected subset for one sprint together with the plan for delivering it.

A. The sprint backlog is only a small selected portion.

B. A selected subset plus the delivery plan is the sprint backlog.

C. The relationship runs the other way.

D. All future work sits in the product backlog.

QUESTION 830 Agile | Task 4 | Easy | Single answer

Who is accountable for the content and ordering of the product backlog?

A. The scrum master

B. The product owner

C. The developers

D. The project sponsor

Correct answer: B

Why: The product owner is accountable for the product backlog, including what it contains, how clearly items are expressed and the order in which they sit.

A. The scrum master supports the process and the team.

B. Backlog content and ordering are the product owner's accountability.

C. Developers contribute to refinement and estimation but do not own the order.

D. The sponsor funds the work and does not order the backlog.

QUESTION 831 Agile | Task 4 | Moderate | Single answer

In a Kanban team, who is mainly responsible for ensuring the queue is ordered by business value?

A. Any developer who is free

B. The product owner or equivalent business representative

C. The build server

D. The finance department

Correct answer: B

Why: Whatever the framework, ordering work by business value is the responsibility of the person accountable for the product's value, commonly the product owner.

A. Developers pull from the top of the ordered queue rather than set the order.

B. The business representative accountable for value sets the order.

C. Tooling does not make value judgements.

D. Finance may inform value but does not order the product queue.

QUESTION 832 Agile | Task 4 | Moderate | Single answer

What is a product increment?

A. The list of tasks planned for the next sprint

B. The sum of all completed items that meet the definition of done, usable and potentially releasable

C. A record of impediments raised during the sprint

D. The team's estimate of remaining work

Correct answer: B

Why: The increment is the cumulative body of completed, done work that is usable and could be released, whether or not the product owner chooses to release it.

A. That describes the sprint backlog.

B. Completed, usable, potentially releasable work is the increment.

C. Impediments are tracked separately.

D. Remaining work is shown on a burndown, not in the increment.

QUESTION 833 Agile | Task 4 | Moderate | Single answer

An executive wants to discuss the major product capabilities expected over the next two years at a board meeting. Which artefact should be the main reference?

A. The vision statement

B. The product roadmap

C. The release plan

D. The product theme

Correct answer: B

Why: A product roadmap communicates the intended direction and major capabilities of the product over time at a level suited to strategic discussion.

A. Vision Statement concerns expressing a concise, shared picture of the future product or outcome the team seeks to create.

B. Longer-term product direction is shown on the roadmap.

C. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 834 Agile | Task 4 | Moderate | Single answer

A potential investor asks about the long-term vision and planned capabilities of a new application. Which document should be shared?

A. The product roadmap

B. The vision statement

C. The release plan

D. The product theme

Correct answer: A

Why: The roadmap expresses the product's direction and planned capability over time, which is what an investor asking about long-term vision needs.

A. Long-term product direction is the roadmap's purpose.

B. Vision Statement concerns expressing a concise, shared picture of the future product or outcome the team seeks to create.

C. Release planning is planning that groups increments or backlog items into a larger product delivery based on goals and constraints.

D. Product theme is a high-level strategic focus that groups related product goals or initiatives.

QUESTION 835 Agile | Task 4 | Moderate | Single answer

A roadmap review shows that some objectives will not be met within the planned window. What should be recommended?

A. Extend every date by a fixed amount without analysis

B. Reassess which capabilities deliver the most value, prioritise those and adjust the roadmap scope accordingly

C. Remove the roadmap entirely

D. Increase the team's committed velocity by decree

Correct answer: B

Why: When capacity will not cover the plan, the response is to re-prioritise by value and adjust the scope of the roadmap rather than pretend the constraint does not exist.

A. Uniform date extension ignores relative value and root causes.

B. Re-prioritise by value and adjust the roadmap scope.

C. Removing the roadmap removes the shared view of direction.

D. Velocity is observed capacity and cannot be raised by instruction.

QUESTION 836 Agile | Task 4 | Moderate | Single answer

A competitor launches a feature and stakeholders want the same thing added to the roadmap at once. What is the most appropriate response?

A. Add it to the top of the backlog immediately

B. Work with stakeholders to establish the actual value and priority relative to existing items before changing the roadmap

C. Ignore the request entirely

D. Remove the current roadmap and start again

Correct answer: B

Why: Roadmap changes are made on the basis of value relative to what is already planned, not on the basis of competitor activity alone.

A. Automatic top priority bypasses value comparison.

B. Establish real value and relative priority before amending the roadmap.

C. Dismissing market signals loses potentially valuable information.

D. Restarting the roadmap over one feature is disproportionate.

QUESTION 837 Agile | Task 4 | Moderate | Single answer

Which element of a user story expresses why the user wants the capability?

A. The role

B. The benefit or outcome statement

C. The story point estimate

D. The sprint number

Correct answer: B

Why: A user story typically names the role, the desired capability and the benefit; the benefit statement explains the purpose behind the request.

A. The role identifies who wants it, not why.

B. The benefit statement conveys the purpose.

C. The estimate expresses relative size.

D. The sprint number records when it is scheduled.

QUESTION 838 Agile | Task 4 | Moderate | Single answer

A large body of work is too big to complete within one iteration. How should it be handled?

A. Leave it as one item and extend the iteration

B. Treat it as an epic and split it into smaller stories that each fit within an iteration

C. Move it to the end of the backlog permanently

D. Assign it to two teams simultaneously without splitting

Correct answer: B

Why: Work too large for a single iteration is treated as an epic and decomposed into smaller stories that can each be completed and demonstrated.

A. Extending the iteration breaks the cadence and delays feedback.

B. Splitting an epic into iteration-sized stories is the standard approach.

C. Deferring valuable work indefinitely is not a decomposition strategy.

D. Sharing an undivided large item across teams creates coordination problems.

QUESTION 839 Agile | Task 4 | Moderate | Single answer

An organisation moving to agile has a detailed Gantt-based plan for an upcoming release. How should they make use of it?

A. Discard it entirely and start from nothing

B. Decompose its tasks into prioritised backlog items with acceptance criteria, then plan them into iterations

C. Keep executing the Gantt plan unchanged and call it agile

D. Convert every Gantt bar into a separate project

Correct answer: B

Why: Existing analysis is valuable; converting it into prioritised, value-oriented backlog items with acceptance criteria preserves the work while enabling iterative delivery.

A. Discarding sound analysis wastes effort already invested.

B. Convert existing plans into a prioritised backlog with acceptance criteria.

C. Renaming a fixed plan does not change how work is delivered.

D. Creating many projects fragments delivery without adding value.

QUESTION 840 Agile | Task 4 | Moderate | Single answer

An e-commerce firm has extensive requirement documents but wants to deliver iteratively. What should they do with the documents?

A. Archive them and rely on conversation alone

B. Break the requirements into user stories with acceptance criteria and order them by value

C. Treat every document section as a sprint

D. Re-sign the documents with the customer each sprint

Correct answer: B

Why: Existing requirements become the raw material for a value-ordered backlog of user stories with acceptance criteria, keeping the analysis and enabling incremental delivery.

A. Discarding documented requirements loses valid analysis.

B. Convert to value-ordered stories with acceptance criteria.

C. Document structure rarely matches value or deliverable slices.

D. Repeated signing adds overhead without improving delivery.

QUESTION 841 Agile | Task 4 | Moderate | Single answer

A hardware company organised around detailed design stages wants to adopt an adaptive approach. What is a sensible first step?

A. Abolish all design documentation immediately

B. Express the design stages as epics, then decompose them into stories that can be delivered and reviewed incrementally

C. Rename the design managers as scrum masters and change nothing else

D. Reduce the number of engineers

Correct answer: B

Why: Recasting stage-based scope as epics and then stories creates deliverable slices that can be reviewed incrementally, which is the practical route into adaptive delivery.

A. Adaptive delivery reduces unnecessary documentation, not all of it.

B. Epics then stories create reviewable increments from stage-based scope.

C. Retitling roles without changing the way of working achieves nothing.

D. Reducing capacity is unrelated to adopting an adaptive approach.

QUESTION 842 Agile | Task 4 | Difficult | Single answer

An investor asks why an advanced feature was not included in the first release of a fitness app. What is the most likely sound reason?

A. The team forgot about it

B. It was assessed as an enhancement beyond the core value needed to validate the product, so it was ordered lower in the backlog

C. The feature is technically impossible

D. Investors do not influence product scope

Correct answer: B

Why: An early release deliberately contains only what is needed to deliver and validate core value; other capabilities sit lower in the ordered backlog.

A. Omission from an ordered backlog is a decision, not an oversight.

B. Lower-value enhancements are deliberately ordered after core value.

C. Nothing in the situation indicates technical impossibility.

D. Investor input can inform priorities, but it does not answer the question asked.

QUESTION 843 Agile | Task 5 | Easy | Single answer

Which event gives the team a short daily forum to coordinate progress and raise impediments during the sprint?

A. Sprint review

B. Daily scrum

C. Backlog refinement

D. Sprint retrospective

Correct answer: B

Why: The daily scrum is a short daily event in which the team inspects progress towards the sprint goal and adapts its plan for the next day.

A. The sprint review happens once, at the end of the sprint.

B. Daily coordination and impediment raising is the daily scrum.

C. Refinement prepares future backlog items.

D. The retrospective is held at the end of the sprint.

QUESTION 844 Agile | Task 5 | Easy | Single answer

What do teams aim to achieve in a daily coordination event?

A. Report individual performance to management

B. Share progress towards the sprint goal, plan the next day's work and surface blockers

C. Re-estimate the entire product backlog

D. Conduct formal design reviews

Correct answer: B

Why: The daily event exists so the team can synchronise on progress towards the sprint goal, plan the coming day and make impediments visible.

A. It is a team coordination event, not a management report.

B. Progress, plan and blockers are the substance of the event.

C. Backlog estimation happens in refinement.

D. Detailed technical review is held separately so the event stays short.

QUESTION 845 Agile | Task 5 | Moderate | Single answer

A scrum master notices the daily event regularly overruns its timebox. What should he do?

A. Cancel the event

B. Work with the team to understand why it overruns and address the cause, moving detailed discussions to follow-up sessions

C. Cut off whoever is speaking when time expires

D. Extend the timebox permanently

Correct answer: B

Why: The scrum master coaches rather than polices; understanding the cause and moving deep discussion out of the event fixes the overrun without losing the content.

A. Cancelling removes the coordination the team depends on.

B. Address the cause and relocate detailed discussion.

C. Abruptly cutting people off suppresses information without solving anything.

D. A longer timebox accommodates the symptom rather than fixing it.

QUESTION 846 Agile | Task 5 | Easy | Single answer

At the end of a sprint the team demonstrates completed functionality and the product owner checks it against expectations. Which event is this?

A. Sprint planning

B. Sprint review

C. Retrospective

D. Daily scrum

Correct answer: B

Why: The sprint review inspects the increment with stakeholders and adapts the product backlog based on what is learned.

A. Sprint planning selects the work at the start of the sprint.

B. Demonstrating and inspecting the increment is the sprint review.

C. The retrospective examines the process, not the product.

D. The daily scrum coordinates work within the sprint.

QUESTION 847 Agile | Task 5 | Moderate | Single answer

A finished agile product turned out to miss features the market needed, even though it was delivered on time. What would most likely have prevented this?

A. Longer sprints

B. Involving stakeholders and representative users in sprint reviews throughout the project

C. More detailed technical documentation

D. Fewer retrospectives

Correct answer: B

Why: Sprint reviews exist to obtain feedback from those who will use and buy the product, and that feedback is what keeps the backlog aligned with market need.

A. Longer sprints reduce the frequency of feedback.

B. Regular stakeholder and user input at reviews keeps the product aligned with need.

C. Documentation does not reveal whether the product meets market needs.

D. Retrospectives improve the process; removing them helps nothing.

QUESTION 848 Agile | Task 5 | Moderate | Single answer

At a sprint review, stakeholders say a completed story does not match what they expected. What should the team do?

A. Argue that the story met its acceptance criteria and move on

B. Capture the feedback, revisit the acceptance criteria with the product owner and order the corrective work in the backlog

C. Delete the story from the product

D. Skip the next sprint review

Correct answer: B

Why: A mismatch between delivered and expected behaviour is feedback to be captured, reflected in refined criteria and ordered as new work in the backlog.

A. Meeting written criteria that did not capture the need is still a gap to address.

B. Capture the feedback, refine the criteria and order the corrective work.

C. Deleting the story discards delivered value without addressing the need.

D. Avoiding the review removes the very mechanism that surfaced the issue.

QUESTION 849 Agile | Task 5 | Easy | Single answer

Which event is held so the team can examine what went well, what did not and what it will change?

A. Sprint planning

B. Sprint review

C. Sprint retrospective

D. Backlog refinement

Correct answer: C

Why: The retrospective inspects the team's process, relationships and tools and produces improvements for the next sprint.

A. Sprint planning selects the sprint's work.

B. The sprint review inspects the product increment.

C. Examining and improving the way of working is the retrospective.

D. Refinement prepares future backlog items.

QUESTION 850 Agile | Task 5 | Moderate | Single answer

How do regular retrospectives most directly improve a team's working environment?

A. By formally recording individual mistakes

B. By giving the team a safe, regular forum to reflect and agree concrete improvements

C. By replacing the need for a product owner

D. By increasing the length of each sprint

Correct answer: B

Why: Retrospectives create a predictable, safe space for honest reflection and produce specific improvement actions the team owns.

A. Blame-focused review destroys the psychological safety retrospectives depend on.

B. Safe, regular reflection producing concrete actions is the mechanism.

C. Retrospectives do not affect the need for a product owner.

D. Sprint length is unrelated to retrospective value.

Questions 851-900

QUESTION 851 Agile | Task 5 | Moderate | Single answer

During a retrospective the team names communication as its biggest difficulty. What is the best next step?

A. Note it and move on to the next topic

B. Identify the specific communication breakdowns, agree one or two concrete improvements and assign ownership

C. Escalate the whole team to management

D. Add more meetings to the calendar

Correct answer: B

Why: A general theme becomes useful only when it is made specific and converted into a small number of owned, actionable improvements.

A. Naming a problem without acting on it changes nothing.

B. Make it specific, agree concrete improvements and assign ownership.

C. Escalation removes the team's ownership of its own improvement.

D. More meetings is a solution chosen before the problem is understood.

QUESTION 852 Agile | Task 5 | Moderate | Single answer

Mid-sprint, the product owner asks the team to add a new feature. What is the most appropriate response?

A. Add it immediately and drop whatever is in progress

B. Discuss its value and impact on the sprint goal, and if it is not urgent, order it for a future sprint

C. Refuse to discuss it at all

D. Extend the sprint to accommodate it

Correct answer: B

Why: Protecting the sprint goal is the default; the request is discussed for value and impact, and normally ordered into a future sprint unless it genuinely outweighs the current goal.

A. Unconsidered insertion destroys the sprint goal and wastes work in progress.

B. Assess value and impact, then usually order it for a future sprint.

C. Refusing to discuss it ignores the product owner's accountability for value.

D. Extending the sprint breaks the cadence that makes forecasting possible.

QUESTION 853 Agile | Task 5 | Moderate | Single answer

Mid-sprint the team learns a tool they depend on will be unavailable for two days. What should they do?

A. Stop all work until the tool returns

B. Raise it as an impediment, adapt the plan and find alternative ways to progress towards the sprint goal

C. Silently miss the sprint goal

D. Cancel the sprint immediately

Correct answer: B

Why: Self-managing teams surface impediments, then adapt their plan within the sprint to keep progressing towards the sprint goal.

A. Halting all work wastes capacity that could be applied elsewhere.

B. Raise the impediment, adapt and keep progressing.

C. Concealing the problem removes the chance to mitigate it.

D. Sprint cancellation is reserved for the sprint goal becoming obsolete.

QUESTION 854 Agile | Task 5 | Moderate | Single answer

An item was not finished in the iteration because a team member was unexpectedly unavailable near the end. What should the project manager do to reduce recurrence?

A. Formally discipline the team member

B. Raise it in the retrospective so the team can examine the cause and agree how to build in resilience

C. Remove the item from the product entirely

D. Increase the next iteration's commitment to catch up

Correct answer: B

Why: The retrospective is where the team examines what happened and agrees practical changes, such as pairing, smaller items or capacity buffers.

A. Discipline for an unforeseen absence addresses neither cause nor resilience.

B. Retrospective examination and agreed changes reduce recurrence.

C. Removing valuable scope is not a response to a capacity event.

D. Increasing commitment after a shortfall compounds the problem.

QUESTION 855 Agile | Task 5 | Moderate | Single answer

A newly appointed product owner is refusing to order the product backlog. What should the project manager do?

A. Order the backlog herself and say nothing

B. Coach the product owner on why value-based ordering matters and how to do it, supporting them through the first cycles

C. Replace the product owner immediately

D. Let the developers pick items at random

Correct answer: B

Why: The appropriate response to a role capability gap is coaching and support so the person can carry out the accountability, rather than working around them.

A. Taking over the role hides the gap and undermines the product owner.

B. Coach and support the product owner into the accountability.

C. Replacement before any support is premature.

D. Random selection abandons value-based ordering altogether.

QUESTION 856 Agile | Task 5 | Moderate | Single answer

After moving to agile, several team members say the daily coordination event wastes their time. What should the project manager do?

A. Drop the event to keep people happy

B. Explore what is not working for them, explain the purpose of the event and adjust the format so it delivers value

C. Make attendance compulsory with no discussion

D. Increase the length of the event

Correct answer: B

Why: Resistance usually signals the event is being run poorly; understanding the objection, explaining the intent and adjusting the format addresses both.

A. Removing coordination does not fix how it was being run.

B. Understand the objection, explain the purpose and improve the format.

C. Compulsion without understanding entrenches resistance.

D. A longer event makes the perceived waste worse.

QUESTION 857 Business Analysis | Task 1 | Easy | Single answer

A delivery team must be sure their solution actually supports the organisation's strategic objectives. Which role is best placed to establish and maintain that alignment?

A. The business analyst

B. The build engineer

C. The procurement officer

D. The test automation lead

Correct answer: A

Why: The business analyst connects business need and strategy to the solution's requirements, and keeps that link visible as the solution develops.

A. Linking business objectives to solution requirements is the business analyst's core contribution.

B. Build engineering concerns how the solution is produced.

C. Procurement addresses sourcing of goods and services.

D. Test automation verifies behaviour against stated criteria.

QUESTION 858 Business Analysis | Task 1 | Moderate | Single answer

High-level business requirements for integrating a third-party service must be turned into detailed, testable specifications. Who is best placed to do this?

A. The business analyst

B. The project sponsor

C. The end user

D. The finance controller

Correct answer: A

Why: Translating business-level needs into detailed, unambiguous and testable requirements is a defining business analysis responsibility.

A. Elaborating business needs into detailed requirements is business analysis work.

B. The sponsor sets direction and funds the work.

C. End users state needs; they do not usually specify them formally.

D. Finance addresses cost and budget rather than solution requirements.

QUESTION 859 Business Analysis | Task 1 | Moderate | Single answer

Stakeholders are unclear about what the project is actually for. What should the business analyst do first?

A. Start writing detailed requirements from assumption

B. Conduct a needs assessment to define the business problem or opportunity

C. Choose a technology platform

D. Build a prototype of a possible solution

Correct answer: B

Why: Needs assessment establishes what problem or opportunity exists and why it matters, which is the precondition for any meaningful requirement.

A. Writing requirements without an understood problem produces the wrong solution.

B. Define the problem or opportunity before anything else.

C. Technology selection is premature before the need is understood.

D. Prototyping a solution assumes the problem is already known.

QUESTION 860 Business Analysis | Task 1 | Moderate | Single answer

A bank asks its in-house business analyst to recommend improvements to online banking. What should the analyst do first?

A. Recommend the most popular market features

B. Assess the current state of the service and how it performs against user needs

C. Begin coding a prototype

D. Publish a new roadmap

Correct answer: B

Why: Understanding the current state and its shortfalls is the basis for identifying what genuinely needs to change.

A. Copying market features ignores this organisation's actual gaps.

B. Establish the current state before recommending change.

C. Building precedes understanding in this option.

D. A roadmap without an assessed current state has no evidential basis.

QUESTION 861 Business Analysis | Task 1 | Moderate | Single answer

Before any solution is chosen for a new project management system, what should the business analyst focus on first?

A. Comparing vendor pricing

B. Assessing how the current system is used and where it falls short

C. Drafting the training plan

D. Selecting the integration technology

Correct answer: B

Why: Assessing the current state establishes the real gaps the new system must close, which then drives requirements and selection.

A. Pricing comparison is meaningless before requirements exist.

B. Understanding current use and shortfalls comes first.

C. Training planning follows solution definition.

D. Technology selection follows requirements.

QUESTION 862 Business Analysis | Task 1 | Moderate | Single answer

A business analyst has identified a shortfall between what the existing CRM does and what the business needs. What should be done next?

A. Document the gap clearly, with its business impact

B. Purchase a replacement system immediately

C. Ignore the gap if a workaround exists

D. Assign developers to build a fix straight away

Correct answer: A

Why: A documented gap with its business impact is what allows options to be assessed and prioritised rather than a solution being chosen prematurely.

A. Document the gap and its impact before considering solutions.

B. Buying before analysing risks solving the wrong problem.

C. An undocumented workaround leaves the underlying gap invisible.

D. Building before the gap is defined is solution-led thinking.

QUESTION 863 Business Analysis | Task 1 | Moderate | Single answer

A company plans a new feature but is unsure how it will affect existing users. What should the business analyst provide?

A. An impact analysis covering affected processes, users and systems

B. A revised project charter

C. A procurement plan

D. A team charter

Correct answer: A

Why: Impact analysis identifies who and what would be affected by a proposed change, which informs the decision and any mitigation needed.

A. Establishing the effect on processes, users and systems is impact analysis.

B. The charter authorises the project rather than assessing a feature's effect.

C. A procurement plan governs purchasing.

D. A team charter sets team working agreements.

QUESTION 864 Business Analysis | Task 1 | Moderate | Single answer

A business analyst is asked to prepare a cost-benefit analysis. Which initial steps are appropriate?

A. Identify affected stakeholders, enumerate all expected costs and quantify the expected benefits

B. Estimate the development effort only

C. Ask the vendor to state the benefits

D. Assume benefits equal twice the cost

Correct answer: A

Why: A sound cost-benefit analysis begins by identifying who is affected, then establishing the full cost picture and the benefits that can be quantified.

A. Stakeholders, full costs and quantified benefits are the starting points.

B. Development effort is only one element of total cost.

C. Vendor-stated benefits are not an independent assessment.

D. Assuming a ratio replaces analysis with guesswork.

QUESTION 865 Business Analysis | Task 1 | Moderate | Single answer

A needs assessment has produced a long list of possible improvements. What should the business analyst do next?

A. Implement the cheapest ones first

B. Prioritise them using impact, feasibility and stakeholder input

C. Hand the list to the development team to choose

D. Implement all of them in parallel

Correct answer: B

Why: Identified needs are ranked using explicit criteria such as business impact, feasibility and stakeholder priority so that effort goes where value is greatest.

A. Cost alone says nothing about value delivered.

B. Prioritise by impact, feasibility and stakeholder input.

C. Prioritisation by business value is not a technical decision.

D. Parallel implementation ignores capacity and dilutes focus.

QUESTION 866 Business Analysis | Task 1 | Moderate | Single answer

A manager asks the business analyst to add general economic and share-price forecasting to the scope of a needs assessment. How should the analyst respond?

A. Agree, because forecasting improves any analysis

B. Explain that needs assessment addresses the business problem, affected stakeholders and success measures, and that general market forecasting sits outside it

C. Refuse to conduct the needs assessment at all

D. Replace the needs assessment with a market forecast

Correct answer: B

Why: Needs assessment establishes the business problem or opportunity, who it affects and how success will be measured; forecasting general market movements is a different discipline and outside its scope.

A. Adding an unrelated discipline dilutes the assessment without improving it.

B. The analyst clarifies the scope of needs assessment and what it properly covers.

C. The assessment itself is legitimate and needed.

D. A market forecast does not identify the organisation's business problem.

QUESTION 867 Business Analysis | Task 1 | Moderate | Single answer

A UX team presents a new visual design for a website rebuild. What is the business analyst's main responsibility regarding it?

A. Approving the colour palette

B. Confirming the design satisfies the agreed business requirements

C. Writing the front-end code

D. Setting the release date

Correct answer: B

Why: The business analyst checks that a proposed design actually meets the documented business requirements and flags any gaps.

A. Visual styling decisions belong to the design discipline.

B. Verifying requirement satisfaction is the business analyst's responsibility.

C. Implementation is a development responsibility.

D. Release timing is a delivery and product decision.

QUESTION 868 Business Analysis | Task 1 | Moderate | Single answer

A project is at risk of scope creep. What contribution can the business analyst make?

A. Approve every change request personally

B. Keep requirements clearly defined, traceable and agreed, so additions are visible and assessed

C. Stop communicating with stakeholders

D. Reduce the number of documented requirements

Correct answer: B

Why: Clear, traceable and agreed requirements make it obvious when something new is being asked for, which is what allows additions to be assessed rather than absorbed.

A. Change approval authority rests with governance, not the analyst.

B. Clear, traceable, agreed requirements expose additions for assessment.

C. Reducing communication increases misunderstanding and creep.

D. Less documentation makes boundaries harder to police, not easier.

QUESTION 869 Business Analysis | Task 1 | Easy | Single answer

Developers find a discrepancy between two documented requirements. Who should they approach for clarification?

A. The business analyst

B. The finance manager

C. The procurement officer

D. Another development team

Correct answer: A

Why: The business analyst owns the requirements and is responsible for resolving ambiguity and conflict within them.

A. Requirement clarification is the business analyst's responsibility.

B. Finance is not the custodian of requirements.

C. Procurement handles supplier arrangements.

D. Another team has no authority over these requirements.

QUESTION 870 Business Analysis | Task 1 | Moderate | Single answer

A business analyst learns of a factor that could delay the launch of a platform enhancement. What is her primary responsibility?

A. Solve the problem personally without telling anyone

B. Communicate the risk promptly to the project manager and relevant stakeholders so it can be managed

C. Remove the affected requirement from scope

D. Delay the launch date unilaterally

Correct answer: B

Why: The business analyst raises risks she becomes aware of so they can be recorded, analysed and responded to through the project's risk process.

A. Concealing a risk denies the project the chance to manage it.

B. Prompt communication into the risk process is the responsibility.

C. Removing scope is a change requiring assessment and approval.

D. Schedule decisions are not the business analyst's to take alone.

QUESTION 871 Business Analysis | Task 1 | Moderate | Single answer

A review finds gaps between what users needed and what was built. How can the business analyst help most?

A. Assign blame to the development team

B. Re-establish the link between documented user needs and the delivered solution, and identify the specific gaps to be closed

C. Rewrite the project charter

D. Increase the test automation coverage

Correct answer: B

Why: The business analyst's value here is tracing delivered functionality back to stated needs so the specific gaps can be identified and addressed.

A. Attribution of blame does not close any gap.

B. Re-tracing needs to delivery identifies exactly what must be fixed.

C. The charter is not the source of the mismatch.

D. More automated tests verify behaviour but do not identify missing needs.

QUESTION 872 Business Analysis | Task 1 | Moderate | Single answer

A development team is struggling to understand what their end users actually need. How can a business analyst help most directly?

A. Elicit user needs and express them as clear user stories with acceptance criteria

B. Increase the sprint length

C. Take over the coding

D. Reduce the number of users consulted

Correct answer: A

Why: Eliciting needs and expressing them as clear, testable stories gives the team an unambiguous statement of what the user requires and why.

A. Elicitation plus clear stories and criteria resolves the ambiguity.

B. Longer sprints do not clarify user needs.

C. Writing code does not establish what users need.

D. Consulting fewer users reduces the information available.

QUESTION 873 Business Analysis | Task 2 | Moderate | Single answer

Which sequence best describes how a business analyst should perform stakeholder analysis?

A. Prioritise needs, then identify stakeholders, then assess influence

B. Identify stakeholders, assess their interest and influence, then prioritise their needs and plan engagement

C. Plan engagement, then identify stakeholders

D. Assess influence, then decide which stakeholders to exclude

Correct answer: B

Why: Stakeholders must first be identified, then assessed for interest and influence, and only then can their needs be prioritised and engagement planned.

A. Needs cannot be prioritised before the stakeholders are known.

B. Identify, assess, then prioritise and plan engagement.

C. Engagement cannot be planned for unknown stakeholders.

D. The purpose of analysis is to engage appropriately, not to exclude.

QUESTION 874 Business Analysis | Task 2 | Moderate | Single answer

At a product demonstration it emerges that a key department was never represented in the requirements work. Which activity would most likely have prevented this?

A. A thorough stakeholder analysis at the outset

B. More frequent status reports

C. A larger test suite

D. A firmer change control process

Correct answer: A

Why: Systematic stakeholder identification and analysis is what ensures affected groups are found and engaged before requirements are settled.

A. Thorough stakeholder analysis surfaces groups that would otherwise be missed.

B. Reporting to a known list does not find unknown stakeholders.

C. Testing verifies behaviour against stated requirements.

D. Change control manages changes but does not identify stakeholders.

QUESTION 875 Business Analysis | Task 2 | Moderate | Single answer

A business analyst discovers that an influential stakeholder with a history of resisting change has been left out of requirements gathering. What should she do next?

A. Proceed without them to avoid delay

B. Arrange a one-to-one meeting to understand their needs and concerns

C. Ask the sponsor to override them

D. Send them the finished requirements for information only

Correct answer: B

Why: Engaging a resistant but influential stakeholder directly and early surfaces their concerns while there is still room to address them.

A. Excluding an influential stakeholder invites late, costly objection.

B. A direct conversation to understand needs and concerns is the right first step.

C. Overriding rather than engaging deepens resistance.

D. Information-only distribution is not engagement.

QUESTION 876 Business Analysis | Task 2 | Moderate | Single answer

A newly identified stakeholder group submits requirements that conflict with those already documented and agreed. What should the business analyst do first?

A. Reject the new requirements as late

B. Engage the new group to understand the context and reasoning behind their requirements

C. Implement both sets and let the team resolve the conflict

D. Ask the sponsor to choose without further analysis

Correct answer: B

Why: Understanding why the new requirements exist is the precondition for deciding whether they represent a real gap, a misunderstanding or a genuine conflict of priorities.

A. Lateness does not make a requirement invalid.

B. Understand the context and basis before attempting resolution.

C. Pushing an unresolved conflict into delivery guarantees rework.

D. A decision without analysis gives the sponsor nothing to decide on.

QUESTION 877 Business Analysis | Task 2 | Moderate | Single answer

Two stakeholder groups have given directly contradictory requirements. Who is best placed to lead the resolution?

A. The business analyst, by facilitating agreement against agreed criteria

B. The build engineer, by choosing the easier option

C. The procurement officer

D. Whichever stakeholder escalates first

Correct answer: A

Why: The business analyst is the neutral party responsible for reconciling requirements, using facilitation and explicit prioritisation criteria to reach an agreed position.

A. Facilitated resolution against agreed criteria is a business analysis responsibility.

B. Ease of implementation is not a basis for resolving business conflict.

C. Procurement is not involved in requirement content.

D. Escalation speed is not a legitimate tie-breaker.

QUESTION 878 Business Analysis | Task 2 | Moderate | Single answer

Several stakeholders each insist their own requirement must come first. What is the best initial approach?

A. Let the most senior stakeholder decide alone

B. Run a facilitated prioritisation workshop using agreed criteria to reach consensus

C. Deliver them in the order they were received

D. Ask the development team to rank them

Correct answer: B

Why: A facilitated workshop with explicit criteria moves the discussion from competing opinions to a shared, defensible basis for ordering.

A. Seniority does not establish relative business value.

B. Facilitated consensus against agreed criteria resolves the conflict transparently.

C. Arrival order bears no relation to value.

D. Technical teams estimate effort; they do not decide business priority.

QUESTION 879 Business Analysis | Task 2 | Moderate | Single answer

In an elicitation session, a few stakeholders dominate while others stay silent. What should the business analyst do?

A. Accept the input of whoever speaks most

B. Use structured facilitation techniques that give every participant a turn to contribute

C. End the session and rely on documents instead

D. Remove the quiet participants from future sessions

Correct answer: B

Why: Structured facilitation such as round-robin contribution, silent idea generation or small-group work ensures all perspectives are captured, not just the loudest.

A. Volume of participation does not reflect importance of the input.

B. Structured techniques ensure every voice is heard.

C. Abandoning the session loses the input entirely.

D. Removing quiet stakeholders excludes needed perspectives.

QUESTION 880 Business Analysis | Task 2 | Moderate | Single answer

A business analyst is not receiving feedback on documents sent to an overseas partner. What should she do to improve this in future?

A. Send the same documents more often

B. Ask stakeholders what review format and channel works for them, and agree a review process

C. Stop sending documents to that partner

D. Shorten every document to one page regardless of content

Correct answer: B

Why: Agreeing the preferred format, channel and timing for review with the stakeholders themselves is what makes the review process work.

A. Repeating an ineffective approach produces the same result.

B. Agree the review process and channel with the stakeholders.

C. Excluding a partner removes needed input.

D. Arbitrary length limits may strip out necessary content.

QUESTION 881 Business Analysis | Task 2 | Moderate | Single answer

A survey sent to stakeholders across several regions receives few responses. How should the analyst improve response rates next time?

A. Send the survey more frequently to the same people

B. Ask stakeholders which method they prefer, such as short interviews or targeted sessions, and adapt the approach

C. Make responses anonymous but keep everything else the same

D. Extend the survey with more questions

Correct answer: B

Why: Low response usually means the method does not suit the audience; asking which approach works and adapting is what raises participation.

A. More of an unsuited method produces the same low response.

B. Adapt the elicitation method to stakeholder preference.

C. Anonymity alone does not address why people are not responding.

D. A longer survey reduces response rates further.

QUESTION 882 Business Analysis | Task 2 | Moderate | Single answer

A team member whose first language differs from the working language is being misunderstood in meetings, leading to incorrect task assumptions. How should the lead respond?

A. Exclude the member from meetings and brief them afterwards

B. Create an inclusive environment: confirm understanding in writing, allow time to formulate points and check back on key decisions

C. Ask the member to speak less

D. Reduce the number of meetings

Correct answer: B

Why: Inclusive practices such as written confirmation, pacing and explicit checks on understanding remove the misunderstanding without excluding the person.

A. Exclusion removes the person's contribution and worsens misunderstanding.

B. Inclusive practices and explicit confirmation address the root cause.

C. Asking someone to contribute less is not a communication solution.

D. Fewer meetings does not improve comprehension in the ones remaining.

QUESTION 883 Business Analysis | Task 2 | Moderate | Single answer

A stakeholder raises concerns that the project scope does not cover what their area needs. What should the business analyst do?

A. Tell them the scope is already baselined

B. Elicit their specific needs, compare them with the agreed scope and clarify or raise a change where a real gap exists

C. Add their requests to the build immediately

D. Refer them to the development team

Correct answer: B

Why: The concern is tested against the documented scope: where it is a misunderstanding it is clarified, and where it is a genuine gap it is raised through change control.

A. A baseline is not a reason to dismiss a possible genuine gap.

B. Elicit, compare against scope, then clarify or raise a change.

C. Adding unassessed scope bypasses control.

D. The development team cannot resolve a scope question.

QUESTION 884 Business Analysis | Task 2 | Difficult | Single answer

A sponsor is bypassing the project manager and asking a team member directly for risk information. The team member raises this. What should the project manager do first?

A. Instruct the team member never to speak to the sponsor

B. Clarify the agreed risk communication protocol with the team member, then address the routing with the sponsor

C. Report the sponsor to human resources

D. Give the sponsor direct access to all project records

Correct answer: B

Why: Clarifying the agreed protocol supports the team member, then the routing is addressed with the sponsor so information remains consistent and controlled.

A. Forbidding contact with the sponsor is neither practical nor appropriate.

B. Clarify the protocol first, then address the routing with the sponsor.

C. This is a communication routing matter, not a personnel complaint.

D. Unfiltered access does not resolve the inconsistency in reporting.

QUESTION 885 Business Analysis | Task 2 | Easy | Single answer

Which document should a business analyst consult to find out how a particular stakeholder prefers to be kept informed?

A. The stakeholder register

B. The stakeholder engagement plan

C. The communications management plan

D. The stakeholder map

Correct answer: A

Why: The stakeholder register records each stakeholder's role, interest, influence and communication requirements and preferences.

A. Communication preferences are recorded in the stakeholder register.

B. Stakeholder engagement plan is the component defining strategies and actions for productive stakeholder involvement.

C. Communications management plan is the component describing stakeholder information needs, formats, channels, cadence, responsibility, and escalation.

D. Stakeholder Map concerns visually positioning stakeholders according to selected attributes to guide analysis and engagement.

QUESTION 886 Business Analysis | Task 2 | Moderate | Single answer

A business analyst must present analysis findings to an executive audience with limited time. What approach is most effective?

A. Present every requirement in full detail

B. Lead with the business problem, the recommended option and its impact, keeping detail available as backup

C. Send the full requirements document instead of presenting

D. Present only the technical architecture

Correct answer: B

Why: Executive audiences need the decision, its basis and its impact first; detail is held in reserve for questions.

A. Exhaustive detail obscures the decision the audience must make.

B. Problem, recommendation and impact first, with detail as backup.

C. Sending a document avoids the discussion the meeting was for.

D. Architecture alone does not address the business decision.

QUESTION 887 Business Analysis | Task 2 | Moderate | Single answer

A pilot produces mixed feedback: some users are satisfied while others find the solution hard to use. What should the business analyst do?

A. Report the pilot as successful based on the satisfied users

B. Engage the dissatisfied users to understand the specific difficulties they encountered

C. Discard the negative feedback as a minority view

D. Redesign the whole solution immediately

Correct answer: B

Why: Understanding what specifically is failing for one group is what turns mixed feedback into actionable improvement.

A. Selective reporting conceals real usability problems.

B. Engage the dissatisfied group to understand the specific difficulties.

C. A minority view may represent a large user segment or a serious defect.

D. Wholesale redesign before diagnosis is disproportionate.

QUESTION 888 Business Analysis | Task 2 | Moderate | Single answer

Users report that a mobile app is confusing to navigate. What should the team do first?

A. Redesign the navigation based on the team's own preferences

B. Gather more specific feedback to identify which journeys cause difficulty, then target improvements

C. Add a help page and consider the matter closed

D. Remove the features users complained about

Correct answer: B

Why: General dissatisfaction must be made specific before it can be acted on, so targeted feedback on particular journeys comes first.

A. Team preference is not evidence of what users find confusing.

B. Make the feedback specific, then target the improvements.

C. Documentation compensates for poor design rather than fixing it.

D. Removing features may destroy value that users need.

QUESTION 889 Business Analysis | Task 3 | Easy | Single answer

A business analyst is drawing out requirements from stakeholders for a new mobile application through discussions and workshops. What is this activity called?

A. Elicitation

B. Verification

C. Traceability

D. Decomposition

Correct answer: A

Why: Elicitation is the activity of drawing out requirements and information from stakeholders and other sources.

A. Drawing out requirements from stakeholders is elicitation.

B. Verification confirms that a solution meets its specified requirements.

C. Traceability links requirements to their sources and deliverables.

D. Decomposition breaks work or scope into smaller parts.

QUESTION 890 Business Analysis | Task 3 | Easy | Single answer

Which technique is most suitable for exploring one individual user's specific needs in depth?

A. A focus group

B. A one-to-one interview

C. An observation session

D. A structured survey

Correct answer: B

Why: Interviews allow deep, adaptive questioning of one person, which is what exploring an individual's specific needs requires.

A. A focus group brings together representative users for a facilitated discussion, which surfaces reactions and the reasoning behind them.

B. One-to-one interviews provide depth on an individual's needs.

C. Work Shadowing concerns observing a person perform real work to uncover tacit steps, exceptions, and needs.

D. Surveys reach large, dispersed populations at low cost and produce data that can be analysed for patterns.

QUESTION 891 Business Analysis | Task 3 | Easy | Single answer

Which method is most efficient for collecting input from a very large number of geographically dispersed users?

A. Individual interviews with every user

B. A structured survey or questionnaire

C. Job shadowing each user

D. A single workshop with all users present

Correct answer: B

Why: Surveys reach large, dispersed populations at low cost and produce data that can be analysed for patterns.

A. Interviewing everyone is impractical at large scale.

B. Surveys efficiently gather input from large dispersed groups.

C. Shadowing every user would be prohibitively time consuming.

D. A single workshop cannot accommodate a very large dispersed population.

QUESTION 892 Business Analysis | Task 3 | Easy | Single answer

A business analyst wants to generate a wide range of possible requirements with stakeholders before narrowing them down. Which technique fits best?

A. Brainstorming

B. Nominal group technique

C. Mind mapping

D. Affinity diagram

Correct answer: A

Why: Brainstorming is a divergent technique designed to generate many candidate ideas quickly before evaluation.

A. Divergent idea generation is what brainstorming is for.

B. Nominal group technique is a structured method that generates ideas individually and then ranks them through controlled group participation.

C. Mind mapping is a radial visual technique for organizing ideas and showing associations around a central concept.

D. Affinity diagram is a technique that organizes numerous ideas into naturally related groups.

QUESTION 893 Business Analysis | Task 3 | Moderate | Single answer

Analysts need to capture every step of a complex departmental workflow accurately, including steps staff perform without thinking about them. Which technique is most effective?

A. A questionnaire

B. Observation or job shadowing

C. A competitor benchmark study

D. A document review only

Correct answer: B

Why: Observation captures what people actually do, including tacit steps and workarounds that are rarely described accurately in interviews or surveys.

A. A questionnaire captures only what respondents remember to describe.

B. Direct observation captures the actual workflow including tacit steps.

C. Benchmarking describes other organisations' practice, not this workflow.

D. Documents describe the intended process, not what is actually done.

QUESTION 894 Business Analysis | Task 3 | Moderate | Single answer

A team wants to gauge how prospective users react to a product's look and feel, hearing them discuss it together. Which technique is most suitable?

A. Focus group

B. Facilitated workshop

C. One-to-one interview

D. Structured survey

Correct answer: A

Why: A focus group brings together representative users for a facilitated discussion, which surfaces reactions and the reasoning behind them.

A. Facilitated group discussion of reactions is a focus group.

B. A facilitated workshop seeks agreement or decisions; a focus group explores users' reactions and reasons.

C. Interviews allow deep, adaptive questioning of one person, which is what exploring an individual's specific needs requires.

D. Surveys reach large, dispersed populations at low cost and produce data that can be analysed for patterns.

QUESTION 895 Business Analysis | Task 3 | Moderate | Single answer

A hospital is implementing an electronic health record system and needs to understand the needs of every user group. What should the business analyst do?

A. Interview only the IT director

B. Conduct interviews and sessions with clinicians, nursing staff and administrative users

C. Copy the requirements from a similar hospital

D. Rely on the vendor's standard requirement list

Correct answer: B

Why: Each user group uses the system differently, so requirements must be elicited from representatives of every group that will use it.

A. One executive perspective cannot represent every user group.

B. Elicit from representatives of all affected user groups.

C. Another hospital's requirements reflect its own context.

D. A vendor list reflects the product, not this organisation's needs.

QUESTION 896 Business Analysis | Task 3 | Moderate | Single answer

A university is replacing its learning management system and wants it to work well for both teaching staff and students. What should the business analyst do?

A. Ask only the dean for requirements

B. Run sessions with both academics and students to understand their respective pain points

C. Select the system with the most features

D. Base requirements on the previous system's manual

Correct answer: B

Why: Both groups are primary users with different needs, so both must be engaged directly to produce requirements that work for each.

A. A single senior view does not represent either user group.

B. Engage both user groups to understand their distinct needs.

C. Feature count does not indicate fitness for these users.

D. The old manual documents the old system, not the new need.

QUESTION 897 Business Analysis | Task 3 | Moderate | Single answer

A city wants to redesign its public transport network and needs to know what matters most to riders. What should the business analyst do?

A. Rely on the transport department's assumptions

B. Run feedback sessions and surveys with actual riders to identify their priority needs

C. Model the network on another city's design

D. Ask only the bus operators

Correct answer: B

Why: The people who use the service hold the information about what is not working, so direct elicitation from riders is required.

A. Departmental assumptions are not evidence of rider needs.

B. Direct elicitation from actual users identifies their priority needs.

C. Another city's context and constraints differ.

D. Operators hold a valid but partial perspective.

QUESTION 898 Business Analysis | Task 3 | Moderate | Single answer

A startup launching an online marketplace wants detailed requirements that reflect all potential customer types. What should the business analyst do?

A. Write requirements based on the founder's intuition

B. Combine broad surveys of potential customers with follow-up interviews for depth

C. Use only the analytics from a competitor's public reports

D. Wait for complaints after launch

Correct answer: B

Why: Breadth from surveys plus depth from follow-up interviews gives both coverage across customer types and the detail needed to write requirements.

A. Founder intuition is a hypothesis, not evidence from customers.

B. Surveys for coverage plus interviews for depth is an effective combination.

C. Competitor reports describe another product's customers.

D. Waiting for post-launch complaints is the most expensive way to learn.

QUESTION 899 Business Analysis | Task 3 | Moderate | Single answer

A stakeholder provides only vague, high-level statements about what is needed. How should the business analyst proceed?

A. Document the vague statements as the requirements

B. Ask open-ended follow-up questions to uncover the underlying needs and constraints

C. Ask closed yes or no questions only

D. Move on to another stakeholder

Correct answer: B

Why: Open-ended questions invite the stakeholder to explain context, purpose and constraints, which is what turns a vague statement into a usable requirement.

A. Vague requirements produce ambiguous solutions and rework.

B. Open-ended probing uncovers the underlying need.

C. Closed questions restrict the stakeholder to confirming the analyst's assumptions.

D. Abandoning the stakeholder loses the information entirely.

QUESTION 900 Business Analysis | Task 3 | Moderate | Multiple response

Which two techniques are most appropriate for gathering requirements from stakeholders at the start of a project? (Choose two)

A. Facilitated requirements workshops

B. Stakeholder interviews

C. Earned value analysis

D. Schedule crashing

Correct answer: A, B

Why: Workshops and interviews are established elicitation techniques; earned value analysis and crashing are project control and schedule techniques.

A. Facilitated workshops elicit and reconcile requirements efficiently.

B. Interviews draw out individual stakeholder needs in depth.

C. Earned value analysis measures performance against baselines.

D. Crashing is a schedule compression technique.

Questions 901-950

QUESTION 901 Business Analysis | Task 3 | Moderate | Single answer

A stakeholder wants a single view of the system's boundary and the external parties and systems it exchanges information with, without internal detail. Which artefact fits?

A. A context diagram

B. A process flow diagram

C. A use case

D. An interface inventory

Correct answer: A

Why: A context diagram shows the system as a single entity with its external interfaces, defining the boundary without internal detail.

A. System boundary and external interfaces are what a context diagram shows.

B. Process Flow Diagram concerns mapping steps, decisions, inputs, outputs, and handoffs to understand how work moves.

C. Use case is a description of interactions between an actor and a system to achieve a goal, including alternate flows.

D. An interface inventory lists system connections but does not show the full system boundary and external actors.

QUESTION 902 Business Analysis | Task 3 | Moderate | Single answer

Users struggle to articulate what they want from a new interface in the abstract. Which technique will most effectively draw out their requirements?

A. Interview users about the layout without showing any example

B. Prototyping, so users can react to something concrete

C. Observe the current interface without presenting a proposed design

D. Analyze existing screen specifications without user feedback

Correct answer: B

Why: People articulate needs far more readily when reacting to something tangible, which is why prototypes are an effective elicitation technique.

A. Users already struggle to describe the interface in the abstract.

B. A concrete artefact to react to elicits requirements effectively.

C. Current-state observation alone cannot elicit reactions to the new layout.

D. Documents do not reveal how users respond to a proposed interface.

QUESTION 903 Business Analysis | Task 3 | Moderate | Single answer

A complex project spans several departments with many interdependent requirements. Which approach to capturing requirements is most suitable?

A. An email thread per department

B. A shared requirements repository supporting traceability, versioning and collaborative review

C. Individual spreadsheets kept by each analyst

D. Verbal agreement recorded in meeting minutes only

Correct answer: B

Why: A shared repository with traceability, versioning and collaborative review keeps interdependent requirements consistent and auditable across many contributors.

A. Email threads fragment requirements and lose traceability.

B. Shared, traceable, versioned capture suits complex multi-department work.

C. Separate private spreadsheets guarantee divergence.

D. Minutes alone provide no structured traceability.

QUESTION 904 Business Analysis | Task 3 | Moderate | Single answer

Before meeting stakeholders about replacing a legacy system, the analyst reviews existing process manuals, interface specifications and support tickets. Which technique is this?

A. Document analysis

B. Observation

C. Focus group

D. Benchmarking

Correct answer: A

Why: Document analysis examines existing material to extract relevant information about the current state before or alongside other elicitation.

A. Reviewing existing material to extract information is document analysis.

B. Observation involves watching work being performed.

C. A focus group is a facilitated group discussion.

D. Benchmarking compares against external organisations.

QUESTION 905 Business Analysis | Task 4 | Easy | Single answer

What is the primary purpose of a product roadmap?

A. To list every task the delivery team will perform

B. To communicate the product's intended direction and major capabilities over time

C. To record the daily status of work in progress

D. To hold the contract terms with suppliers

Correct answer: B

Why: A product roadmap communicates direction, intended outcomes and the sequence of major capabilities at a level suited to alignment and decision making.

A. Task-level detail sits in the backlog and the team's plan.

B. Communicating intended direction and major capabilities is the roadmap's purpose.

C. Daily status is tracked on the team's board.

D. Contractual terms are held in procurement documentation.

QUESTION 906 Business Analysis | Task 4 | Moderate | Single answer

How does a product roadmap differ from a product backlog?

A. They are the same artefact with different names

B. The roadmap shows direction and major capability over time; the backlog holds the ordered, detailed items to be delivered

C. The backlog covers years while the roadmap covers days

D. The roadmap is maintained by the developers and the backlog by finance

Correct answer: B

Why: The roadmap works at the level of outcomes and capability over time; the backlog holds ordered, detailed items of work ready for delivery.

A. They serve different audiences and levels of detail.

B. Direction and capability over time versus ordered detailed work is the distinction.

C. This reverses the typical time horizons.

D. Neither artefact is owned by those functions.

QUESTION 907 Business Analysis | Task 4 | Moderate | Single answer

What should primarily determine the ordering of capabilities on a product roadmap?

A. The order in which they were requested

B. Their contribution to strategic objectives and the value they deliver

C. Alphabetical order of feature names

D. The preference of the largest development team

Correct answer: B

Why: Roadmap sequencing follows strategic contribution and value so that the most important outcomes are achieved earliest.

A. Request order does not reflect strategic value.

B. Strategic contribution and value determine roadmap ordering.

C. Naming has no bearing on value.

D. Team size does not indicate business priority.

QUESTION 908 Business Analysis | Task 4 | Moderate | Single answer

A business analyst must present the same product direction to an executive board and to the delivery team. How should the roadmap be handled?

A. Show identical detail to both audiences

B. Present the same underlying direction at the level of detail each audience needs to act on

C. Show the roadmap only to the executives

D. Replace the roadmap with a Gantt chart for the team

Correct answer: B

Why: A roadmap serves multiple audiences; the direction stays consistent while the level of detail is matched to what each audience must decide or do.

A. Identical detail either overwhelms executives or starves the team.

B. Consistent direction with audience-appropriate detail is the right approach.

C. The delivery team needs to understand direction to make good decisions.

D. A Gantt chart does not convey product direction or value.

QUESTION 909 Business Analysis | Task 4 | Moderate | Single answer

How should a product roadmap be treated as new information arrives?

A. Frozen once published, to avoid confusion

B. Reviewed and updated at agreed intervals as evidence about value and feasibility changes

C. Rewritten completely every week

D. Updated only at the end of the product's life

Correct answer: B

Why: A roadmap is a living statement of intent that is reviewed on an agreed cadence so it reflects current understanding of value and feasibility.

A. A frozen roadmap quickly becomes misleading.

B. Regular review and update keeps the roadmap credible.

C. Weekly rewrites destroy the stability stakeholders rely on.

D. End-of-life updates serve no planning purpose.

QUESTION 910 Business Analysis | Task 4 | Moderate | Single answer

Why is it useful to show significant dependencies on a product roadmap?

A. To fill space on the diagram

B. Because a capability that depends on another cannot be sequenced credibly without showing that relationship

C. To assign blame for delays in advance

D. To replace the schedule entirely

Correct answer: B

Why: Dependencies constrain what can be delivered when, so showing the significant ones makes the sequencing on the roadmap credible.

A. Roadmaps should carry only information that supports decisions.

B. Dependencies determine feasible sequencing and must be visible.

C. Roadmaps support planning, not attribution of fault.

D. A roadmap complements rather than replaces detailed scheduling.

QUESTION 911 Business Analysis | Task 4 | Moderate | Single answer

A sponsor wants to see when the expected business benefits of a product will begin to materialise. How should the roadmap support this?

A. By listing only technical components

B. By tying major capabilities to the outcomes and benefits they are expected to enable, with indicative timing

C. By showing developer assignments

D. By listing the defect backlog

Correct answer: B

Why: Linking capabilities to the outcomes they enable, with indicative timing, lets stakeholders see when value is expected to appear.

A. Technical components alone do not convey benefit.

B. Capability tied to outcome and timing answers the sponsor's question.

C. Staffing detail is not roadmap content.

D. Defect tracking is operational detail.

QUESTION 912 Business Analysis | Task 4 | Moderate | Single answer

Why is the near term on a roadmap usually shown in more detail than the far term?

A. Because the far term is unimportant

B. Because confidence decreases with distance, so far-term items are expressed as broader intent rather than specific commitments

C. Because software cannot be planned beyond a month

D. Because stakeholders only read the left side of the page

Correct answer: B

Why: Roadmaps reflect decreasing certainty over time, so near-term items are specific and far-term items are stated as direction and intent.

A. Far-term direction matters, it is simply less certain.

B. Detail matches confidence, which decreases with distance.

C. Longer-horizon planning is both possible and useful at the right level.

D. Reading habits are not the reason for varying detail.

QUESTION 913 Business Analysis | Task 4 | Moderate | Single answer

A roadmap groups planned work under headings such as 'reduce onboarding effort' and 'improve payment reliability'. What are these groupings called?

A. Themes or outcome areas

B. Work packages

C. Milestones

D. Control accounts

Correct answer: A

Why: Themes group related work around an intended outcome, keeping the roadmap focused on the result rather than on individual features.

A. Outcome-oriented groupings on a roadmap are themes.

B. Work packages are the lowest level of a WBS.

C. Milestones are significant schedule points.

D. Control accounts are cost management points in a predictive project.

QUESTION 914 Business Analysis | Task 4 | Moderate | Single answer

Who normally owns the content of a product roadmap, with the business analyst supporting?

A. The product owner or product manager

B. The build engineer

C. The procurement officer

D. The external auditor

Correct answer: A

Why: The product owner or product manager is accountable for product direction and value, while the business analyst supports with analysis and evidence.

A. Product direction is owned by the product owner or product manager.

B. Build engineering concerns how the product is produced.

C. Procurement handles sourcing.

D. Auditors assess compliance rather than set product direction.

QUESTION 915 Business Analysis | Task 4 | Difficult | Single answer

How does a release plan relate to a product roadmap?

A. A release plan replaces the roadmap

B. A release plan translates a portion of the roadmap into specific releases with dates and contents

C. A roadmap is produced from the release plan after delivery

D. They are unrelated artefacts

Correct answer: B

Why: The release plan takes the near-term part of the roadmap and expresses it as concrete releases, with the contents and timing that delivery will follow.

A. The two coexist at different levels of detail.

B. A release plan is the roadmap's near term made concrete.

C. The roadmap sets direction ahead of release planning.

D. They are directly related, at different levels.

QUESTION 916 Business Analysis | Task 4 | Moderate | Single answer

A significant roadmap change has been agreed after new evidence about customer value. What should the business analyst do?

A. Update the roadmap quietly and wait for people to notice

B. Communicate the change, the evidence behind it and the resulting impact to affected stakeholders

C. Keep the old roadmap in circulation to avoid confusion

D. Delegate the announcement to the development team

Correct answer: B

Why: Roadmap changes affect stakeholder expectations and dependent plans, so the change, its rationale and its impact are communicated explicitly.

A. Silent changes damage trust and leave dependent plans stale.

B. Communicate the change, the evidence and the impact.

C. Circulating a superseded roadmap guarantees confusion.

D. The delivery team is not accountable for product direction communication.

QUESTION 917 Business Analysis | Task 4 | Moderate | Single answer

What role does a product vision play in relation to the roadmap?

A. It replaces the roadmap

B. It states the longer-term intent that the roadmap's sequence of capabilities is meant to realise

C. It lists the acceptance criteria for each story

D. It records the project budget

Correct answer: B

Why: The product vision expresses the intended future state; the roadmap shows the path of capabilities that moves the product towards it.

A. Vision and roadmap serve different purposes and coexist.

B. The vision states intent; the roadmap sequences the capabilities that realise it.

C. Acceptance criteria sit with individual backlog items.

D. Budget is recorded in cost documentation.

QUESTION 918 Business Analysis | Task 4 | Difficult | Single answer

Two capabilities on the roadmap compete for the same delivery window and both have committed stakeholders. What should the business analyst do?

A. Deliver both partially so neither stakeholder objects

B. Present the value, cost and risk of each option so the product owner can make an informed sequencing decision

C. Let the stakeholders settle it between themselves

D. Defer both to the following year

Correct answer: B

Why: The business analyst supplies the evidence on value, cost and risk; the accountable product decision maker then chooses the sequence.

A. Delivering both partially usually produces no usable value from either.

B. Provide the evidence and let the accountable decision maker sequence.

C. Leaving it to competing stakeholders avoids the accountable decision.

D. Deferring both forfeits value without resolving the trade-off.

QUESTION 919 Business Analysis | Task 4 | Moderate | Single answer

How does a roadmap differ from a project schedule in a predictive project?

A. A roadmap gives committed dates for every activity; a schedule shows themes

B. A roadmap shows product direction and capability over time; a schedule shows activities, dependencies and dates for delivering defined scope

C. They are interchangeable

D. A schedule covers years; a roadmap covers hours

Correct answer: B

Why: The roadmap is a product-level view of direction and capability, while the schedule is a delivery-level view of activities, dependencies and dates.

A. This reverses the two artefacts.

B. Product direction versus activity-level delivery planning is the distinction.

C. They operate at different levels and serve different decisions.

D. The stated time horizons are wrong for both.

QUESTION 920 Business Analysis | Task 4 | Moderate | Single answer

What is the best basis for adding a new capability to the product roadmap?

A. A single stakeholder's strong opinion

B. Evidence of user need and expected value, weighed against the items already planned

C. Whether the capability is technically interesting

D. Whether a competitor has announced something similar

Correct answer: B

Why: Roadmap decisions rest on evidence of need and expected value, assessed relative to what is already planned, so that the sequence maximises value.

A. Individual opinion is an input, not sufficient evidence.

B. Evidence of need and value, compared with existing plans, is the right basis.

C. Technical interest is not a measure of business value.

D. Competitor activity is a signal to investigate, not a reason to commit.

QUESTION 921 Business Analysis | Task 5 | Moderate | Single answer

How does the timing of requirements work typically differ between predictive and adaptive projects?

A. Predictive elaborates requirements largely up front; adaptive elaborates them progressively, just before they are built

B. Adaptive requires all requirements to be signed off before any build

C. Predictive avoids documenting requirements at all

D. There is no difference in timing

Correct answer: A

Why: Predictive approaches define and baseline requirements early, while adaptive approaches keep the backlog at a high level and elaborate items shortly before they are delivered.

A. Up-front baselining versus progressive just-in-time elaboration is the key difference.

B. Full sign-off before build is a predictive characteristic.

C. Predictive approaches document requirements extensively.

D. The timing difference is fundamental to how each approach works.

QUESTION 922 Business Analysis | Task 5 | Moderate | Single answer

A healthcare app has far more user needs than the available time allows. What should the business analyst do?

A. Implement the easiest requirements first

B. Prioritise the requirements against agreed value and constraint criteria with stakeholders

C. Deliver all requirements partially

D. Extend the deadline without consultation

Correct answer: B

Why: When capacity is insufficient, explicit prioritisation with stakeholders ensures that what is delivered is what matters most.

A. Ease of implementation is unrelated to value.

B. Agreed prioritisation against value and constraints is the right response.

C. Partial delivery of everything usually produces nothing usable.

D. Unilateral deadline changes are not the analyst's decision to make.

QUESTION 923 Business Analysis | Task 5 | Moderate | Single answer

A banking client wants a minimum viable product released as soon as possible. What should the business analyst do?

A. Document every requirement in full detail before release

B. Identify the smallest set of requirements that delivers and validates the core value, and order the rest behind it

C. Release whatever the developers finish first

D. Postpone the release until the full scope is ready

Correct answer: B

Why: An MVP is defined by identifying the minimum set of requirements that delivers usable value and produces learning, with everything else ordered behind it.

A. Full up-front documentation conflicts with the aim of releasing early.

B. Identify the minimum value-delivering set and order the rest behind it.

C. Release content must be chosen by value, not by what happens to finish.

D. Waiting for full scope defeats the purpose of an MVP.

QUESTION 924 Business Analysis | Task 5 | Moderate | Single answer

Many teams have contributed feature requests for a website relaunch and the date is fixed and close. What should the business analyst do?

A. Accept every request and inform the team to work faster

B. Prioritise the requests against agreed criteria and agree with stakeholders what will be in and out of the release

C. Select requests at random to fit the time available

D. Cancel the relaunch

Correct answer: B

Why: With a fixed date and excess demand, the analyst makes the trade-off explicit by prioritising and agreeing the release content with stakeholders.

A. Instructing a team to work faster does not create capacity.

B. Prioritise against criteria and agree explicit in and out decisions.

C. Random selection ignores value.

D. Cancellation is disproportionate when prioritisation can resolve the problem.

QUESTION 925 Business Analysis | Task 5 | Moderate | Single answer

Why is a requirements traceability matrix useful regardless of whether a project is predictive or adaptive?

A. It replaces the need for testing

B. It links each requirement to its source and to the deliverables and tests that satisfy it, revealing anything missed or orphaned

C. It calculates the project budget

D. It sets the team's velocity

Correct answer: B

Why: Traceability shows the chain from business need through requirement to delivered and tested functionality, which exposes gaps and unjustified work in any approach.

A. Traceability shows coverage but does not perform verification.

B. Linking source, requirement, deliverable and test reveals gaps and orphans.

C. Budget calculation is a cost management activity.

D. Velocity is an observed measure of team output.

QUESTION 926 Business Analysis | Task 5 | Moderate | Single answer

A project manager wants assurance that every agreed requirement can be traced back to its origin and forward to what was built. Which tool should the business analyst use?

A. A requirements traceability matrix

B. A requirements baseline

C. A requirements management plan

D. A WBS dictionary

Correct answer: A

Why: A requirements traceability matrix records the links between requirements, their sources and the deliverables and tests that address them.

A. Bidirectional requirement linkage is recorded in a traceability matrix.

B. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

C. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. The WBS dictionary provides detailed information for each component, such as description of work, responsible party, assumptions, acceptance criteria and resources.

QUESTION 927 Business Analysis | Task 5 | Moderate | Single answer

How should the level of requirements documentation be decided?

A. It should always be maximal, whatever the context

B. It should be tailored to the project's risk, regulatory context, team distribution and delivery approach

C. It should always be minimal, whatever the context

D. It should match whatever the previous project produced

Correct answer: B

Why: Documentation is tailored: regulated, high-risk or distributed contexts justify more, while co-located low-risk adaptive work can rely more on conversation and tests.

A. Unnecessary documentation consumes effort without adding value.

B. Risk, regulation, distribution and approach determine the right level.

C. Minimal documentation is inadequate in regulated or high-risk contexts.

D. A different project's context may not apply.

QUESTION 928 Business Analysis | Task 5 | Moderate | Single answer

On an adaptive project, when should a backlog item be elaborated into detailed acceptance criteria?

A. At the very start of the project for every item

B. Shortly before the item is expected to be delivered

C. After the item has been built

D. Only if a stakeholder complains

Correct answer: B

Why: Adaptive delivery elaborates items just before they are needed, so effort is not spent detailing work that may change or never be built.

A. Detailing everything up front wastes effort on items that will change.

B. Just-in-time elaboration shortly before delivery is the adaptive pattern.

C. Criteria must exist before build to guide and verify it.

D. Waiting for complaints means building without agreed criteria.

QUESTION 929 Business Analysis | Task 5 | Moderate | Single answer

How is a new requirement typically handled differently in adaptive compared with predictive delivery?

A. In adaptive it is ordered into the backlog by value; in predictive it goes through formal change control against the baseline

B. In adaptive it is rejected; in predictive it is accepted automatically

C. Both handle it identically

D. In predictive it is added silently by the team

Correct answer: A

Why: Adaptive delivery absorbs new requirements by re-ordering the backlog, while predictive delivery assesses them formally against approved baselines.

A. Backlog re-ordering versus formal baseline change control is the difference.

B. Neither approach rejects or accepts requirements automatically.

C. The mechanisms are materially different.

D. Silent additions breach predictive change control.

QUESTION 930 Business Analysis | Task 5 | Moderate | Single answer

On a Scrum team, how does a business analyst most usefully support the product owner?

A. By taking over backlog ordering decisions

B. By eliciting and analysing needs, clarifying items and preparing them so ordering decisions rest on good evidence

C. By writing the production code

D. By running the daily coordination event

Correct answer: B

Why: The business analyst supplies the analysis, clarity and evidence behind backlog items, while the product owner retains accountability for ordering.

A. Ordering is the product owner's accountability.

B. Supplying analysis and clarity to inform ordering is the supporting role.

C. Implementation is a development responsibility.

D. The daily event belongs to the team and is facilitated by the scrum master.

QUESTION 931 Business Analysis | Task 5 | Difficult | Single answer

A project has a regulated reporting component with fixed requirements and a customer portal whose requirements will emerge. How should the business analyst approach requirements work?

A. Baseline everything up front

B. Baseline the regulated component's requirements and manage the portal's requirements as a progressively elaborated backlog

C. Leave everything to emerge through delivery

D. Use only user stories for both components

Correct answer: B

Why: Different parts of one project can warrant different treatment; the fixed regulated scope is baselined, while the uncertain portal scope is elaborated progressively.

A. Baselining uncertain portal requirements forces premature commitment.

B. Treat each component according to its actual level of certainty.

C. Regulated requirements cannot be left to emerge.

D. Story format alone does not address the differing certainty of the two components.

QUESTION 932 Business Analysis | Task 5 | Moderate | Single answer

What is the closest adaptive equivalent of a detailed predictive requirement specification for an individual item?

A. The velocity chart

B. The item's acceptance criteria

C. The retrospective actions

D. The project charter

Correct answer: B

Why: Acceptance criteria express, at item level, the specific conditions the delivered work must satisfy, serving the role a detailed specification plays in predictive delivery.

A. A velocity chart measures team output.

B. Item-level acceptance criteria state the conditions for acceptance.

C. Retrospective actions improve the process.

D. The charter authorises the project.

QUESTION 933 Business Analysis | Task 5 | Moderate | Single answer

How does an iterative design process most directly improve customer satisfaction with a product?

A. By reducing the number of stakeholders consulted

B. By allowing frequent adjustments based on customer feedback before the design is fixed

C. By lengthening the time before customers see anything

D. By removing the need for acceptance criteria

Correct answer: B

Why: Iterating on a design with customer feedback allows the product to be corrected while adjustment is still cheap, which raises the fit to real needs.

A. Consulting fewer stakeholders reduces the information available.

B. Frequent feedback-driven adjustment improves fit and satisfaction.

C. Delay reduces the opportunity to incorporate feedback.

D. Acceptance criteria remain necessary in iterative work.

QUESTION 934 Business Analysis | Task 5 | Moderate | Single answer

On a long predictive project, how can the business analyst reduce the risk of requirement errors surfacing only at verification?

A. Defer all reviews until verification

B. Hold structured requirement reviews with stakeholders at regular points as requirements are developed

C. Reduce the number of requirements documented

D. Let the development team sign off the requirements

Correct answer: B

Why: Regular structured review with stakeholders catches misunderstandings early, long before verification, when correction is far cheaper.

A. Deferral is precisely what causes late discovery.

B. Regular structured stakeholder review catches errors early.

C. Less documentation increases ambiguity.

D. The development team cannot validate business need on the stakeholders' behalf.

QUESTION 935 Business Analysis | Task 5 | Moderate | Single answer

How does clear requirements work most directly improve delivery estimates in either approach?

A. It removes the need for estimates altogether

B. It reduces ambiguity, so the team estimates the work that is actually required rather than a guess at it

C. It makes the team work faster

D. It fixes the budget permanently

Correct answer: B

Why: Estimates reflect understanding; clear, unambiguous requirements let the team size the real work rather than an assumed version of it.

A. Estimates are still needed for planning and forecasting.

B. Reduced ambiguity produces estimates of the actual work required.

C. Clarity improves accuracy, not raw speed.

D. Requirements clarity does not freeze the budget.

QUESTION 936 Business Analysis | Task 6 | Difficult | Single answer

Which statement correctly distinguishes requirements validation from verification?

A. Validation checks that the solution meets its written specification; verification checks that it meets the business need

B. Validation checks that the solution delivers the intended business value and need; verification checks that it conforms to the specified requirements

C. They are two names for the same activity

D. Validation applies only to predictive projects

Correct answer: B

Why: Validation asks whether the right thing was built, in terms of business need and value; verification asks whether the thing was built to specification.

A. This reverses the two definitions.

B. Validation concerns fitness for the need; verification concerns conformance to specification.

C. They answer different questions at different points.

D. Both apply regardless of delivery approach.

QUESTION 937 Business Analysis | Task 6 | Moderate | Single answer

In the design stage of an urban development scheme, what does requirements validation contribute?

A. It confirms that the proposed design actually satisfies what stakeholders said they needed

B. It calculates the construction cost

C. It selects the contractor

D. It writes the safety procedures

Correct answer: A

Why: Validation checks the emerging design against stakeholder expectations and documented needs before commitment to build.

A. Confirming the design meets stated stakeholder needs is validation.

B. Cost estimation is a separate activity.

C. Contractor selection is a procurement decision.

D. Safety procedures are produced by the relevant discipline.

QUESTION 938 Business Analysis | Task 6 | Moderate | Single answer

A project is moving from development into testing, and the business analyst must confirm every agreed requirement has been implemented. Which tool should she use?

A. The requirements traceability matrix

B. The requirements baseline

C. The requirements management plan

D. The WBS dictionary

Correct answer: A

Why: The traceability matrix links each requirement to the deliverables and tests that address it, so coverage gaps are immediately visible.

A. Requirement-to-deliverable-to-test linkage is what the traceability matrix provides.

B. Requirements baseline is an approved version of requirements that can be changed only through agreed control procedures.

C. Requirements management plan is the component describing how requirements will be analyzed, documented, traced, prioritized, and managed.

D. The WBS dictionary provides detailed information for each component, such as description of work, responsible party, assumptions, acceptance criteria and resources.

QUESTION 939 Business Analysis | Task 6 | Moderate | Single answer

What is the primary purpose of user acceptance testing?

A. To confirm the code compiles without errors

B. To confirm that representative users can perform their real tasks and the solution meets the agreed acceptance criteria

C. To measure server performance under load

D. To review the project budget

Correct answer: B

Why: User acceptance testing puts the solution in front of representative users doing real work, to confirm it satisfies the agreed acceptance criteria.

A. Compilation is a build-level technical check.

B. Real users performing real tasks against agreed criteria is the purpose.

C. Load testing is a separate performance activity.

D. Budget review is a cost management activity.

QUESTION 940 Business Analysis | Task 6 | Moderate | Single answer

After deployment, all technical requirements are met but users are not adopting the new system. What should the business analyst do first?

A. Conclude that the project was successful because the requirements were met

B. Investigate the reasons for low adoption through user feedback and observation

C. Mandate use of the system through a management instruction

D. Begin work on a replacement system

Correct answer: B

Why: Meeting technical requirements without adoption means the intended benefit is not being realised; the cause must be established before any remedy is chosen.

A. Value is realised through use, not through requirement conformance alone.

B. Establish why adoption is low before deciding what to do.

C. Compulsion without understanding the barrier tends to produce workarounds.

D. Replacing the system before diagnosing the problem risks repeating it.

QUESTION 941 Business Analysis | Task 6 | Moderate | Single answer

What does solution evaluation after delivery primarily assess?

A. Whether the team followed the process correctly

B. Whether the delivered solution is producing the intended business value in actual use

C. Whether the documentation is complete

D. Whether the contract was profitable for the supplier

Correct answer: B

Why: Solution evaluation examines performance in real use against the intended business outcomes, identifying limitations and further opportunities.

A. Process adherence is a quality assurance question.

B. Value produced in actual use is the object of solution evaluation.

C. Documentation completeness is a separate check.

D. Supplier profitability is a commercial matter for the supplier.

QUESTION 942 Business Analysis | Task 6 | Moderate | Single answer

How should a business analyst establish whether a delivered solution achieved its intended benefit?

A. Ask the delivery team whether they are satisfied

B. Compare measured outcomes after implementation against the success criteria agreed before it

C. Count the number of requirements delivered

D. Review the number of change requests raised

Correct answer: B

Why: Benefit is demonstrated by comparing post-implementation measurements with the success criteria and baseline agreed beforehand.

A. Team satisfaction is not a measure of business benefit.

B. Measured outcomes against agreed pre-implementation criteria demonstrate benefit.

C. Requirement count says nothing about value realised.

D. Change request volume reflects process activity, not benefit.

QUESTION 943 Business Analysis | Task 6 | Moderate | Single answer

Why must acceptance criteria be agreed before delivery rather than after?

A. So the team can claim success regardless of outcome

B. So both sides share the same objective test of completeness, avoiding dispute at acceptance

C. Because contracts prohibit later changes

D. Because acceptance criteria cannot be written after build

Correct answer: B

Why: Pre-agreed criteria give both parties a shared, objective basis for deciding whether the delivered work is acceptable.

A. Criteria exist to test the outcome honestly, not to guarantee a claim.

B. A shared objective test agreed in advance prevents dispute at acceptance.

C. Contracts vary and criteria can be changed by agreement.

D. They could be written later, but that defeats their purpose.

QUESTION 944 Business Analysis | Task 6 | Moderate | Single answer

What is the main value of running a pilot before full rollout?

A. It removes the need for user training

B. It validates the solution in real conditions with a limited group, so problems are found before wide exposure

C. It guarantees the rollout will be on time

D. It replaces the requirements traceability matrix

Correct answer: B

Why: A pilot exposes the solution to real use on a limited scale, revealing practical problems while the cost of correction is still contained.

A. Training is usually still required, and the pilot often informs it.

B. Limited real-world validation before wide exposure is the value.

C. A pilot informs the plan but does not guarantee timing.

D. Traceability and piloting serve different purposes.

QUESTION 945 Business Analysis | Task 6 | Moderate | Single answer

A solution has been live for three months. What should a post-implementation review focus on?

A. Whether the team enjoyed the project

B. Whether the expected outcomes are being achieved, what limitations have emerged and what should change next

C. How many hours each person worked

D. Which supplier submitted the lowest bid

Correct answer: B

Why: A post-implementation review assesses achievement of intended outcomes, identifies limitations in use and informs what should be done next.

A. Team experience belongs to lessons learned, not outcome assessment.

B. Outcomes achieved, limitations found and next steps are the focus.

C. Effort data is a cost input, not an outcome measure.

D. Bid comparison was a procurement decision made earlier.

QUESTION 946 Business Analysis | Task 6 | Moderate | Single answer

A delivered feature meets every documented requirement but does not solve the business problem it was meant to address. What does this indicate?

A. A verification failure

B. A validation failure: the requirements themselves did not reflect the real need

C. A scheduling failure

D. A procurement failure

Correct answer: B

Why: Conformance to requirements with no effect on the problem means the requirements themselves were wrong, which is a failure of validation rather than verification.

A. Verification passed, since the requirements were met.

B. Requirements that do not reflect the real need are a validation failure.

C. Nothing indicates a timing problem.

D. Nothing indicates a sourcing problem.

QUESTION 947 Business Analysis | Task 6 | Moderate | Single answer

In an adaptive project, what mechanism provides the most frequent opportunity to validate that the product is meeting the business need?

A. A team retrospective about its delivery process

B. Regular review of the working increment with stakeholders and users

C. Backlog refinement without showing the working increment

D. A formal acceptance check only when the final release is complete

Correct answer: B

Why: Reviewing a working increment with stakeholders at the end of each iteration provides repeated, evidence-based validation against the business need.

A. A retrospective improves team practices, not direct product validation with users.

B. Regular review of a working increment is the adaptive validation mechanism.

C. Refinement alone lacks evidence from the usable product.

D. Adaptive validation benefits from frequent, earlier feedback.

QUESTION 948 Business Analysis | Task 6 | Difficult | Single answer

During acceptance testing, users identify functionality they need that was never specified. How should this be classified and handled?

A. As a defect, to be fixed at the supplier's expense

B. As a missing requirement, to be assessed and prioritised as a change or new backlog item

C. As a test script error

D. As a risk to be accepted

Correct answer: B

Why: Functionality that was never specified is a gap in requirements rather than a defect in delivery, and it is handled as new scope through the appropriate change or backlog route.

A. A defect is a failure to meet an agreed requirement, which is not the case here.

B. Unspecified functionality is new scope to be assessed and prioritised.

C. The test correctly revealed a genuine business gap.

D. It is an identified gap, not an uncertain future event.

QUESTION 949 Business Analysis | Task 6 | Moderate | Single answer

Investigation shows users are not adopting a new system because it does not fit how they actually work. What is the most appropriate response?

A. Retrain users to work the way the system expects, without further analysis

B. Analyse the mismatch between the workflow and the solution, then prioritise changes to close the most damaging gaps

C. Remove the system

D. Ignore it, as adoption usually improves over time

Correct answer: B

Why: Where the solution does not fit real work, the response is to understand the mismatch and prioritise the changes that will close the most consequential gaps.

A. Forcing users to fit the tool without analysis entrenches the problem.

B. Analyse the mismatch and prioritise the highest-impact corrections.

C. Removal discards value that could be recovered with targeted change.

D. Assuming adoption will improve on its own is not a response.

QUESTION 950 Business Analysis | Task 6 | Moderate | Single answer

Who should formally confirm that delivered functionality satisfies the business requirements?

A. The business analyst who wrote the requirements

B. The accountable business representative or product owner, supported by evidence from testing and use

C. The developer who built it

D. The infrastructure team

Correct answer: B

Why: Confirmation that business requirements are satisfied rests with the accountable business representative, informed by test evidence and real use.

A. The author of the requirements should not be the sole judge of their satisfaction.

B. The accountable business representative confirms satisfaction, supported by evidence.

C. Developers verify their own work but do not accept it on the business's behalf.

D. Infrastructure supports the environment rather than accepting business functionality.

Questions 951-1000

QUESTION 951 Fundamentals | Task 1 | Moderate | Single answer

During a pharmaceutical compliance initiative, a temporary rollout has been accepted and only recurring support remains. What should the team do next?

A. transfer ownership to operations and close the temporary project work

B. keep the project team assigned to recurring support until a new project begins

C. close the project immediately and let support teams discover the handover details later

D. extend the temporary rollout charter to cover routine service indefinitely

Correct answer: A

Why: A project is temporary; repetitive work that sustains the result is operations. The team should transfer ownership to operations and close the temporary project work, so ongoing service work has a permanent owner while project obligations are closed.

B. Recurring service needs permanent operational ownership.

C. Closure requires an agreed transfer of responsibilities.

D. An ongoing service is operations, not temporary project work.

QUESTION 952 Fundamentals | Task 1 | Moderate | Single answer

On a water utility expansion, the team decides to transfer ownership to operations and close the temporary project work. Which result would best demonstrate that the decision achieved its purpose?

A. the project team remains accountable for daily service after its temporary mandate ends

B. the deliverable is accepted, but no team owns recurring maintenance

C. a closure report is filed while unresolved support obligations remain with the project

D. ongoing service work has a permanent owner while project obligations are closed

Correct answer: D

Why: A project is temporary; repetitive work that sustains the result is operations. The team should transfer ownership to operations and close the temporary project work, so ongoing service work has a permanent owner while project obligations are closed.

A. Ongoing service needs an operations owner.

B. Acceptance alone does not complete transition.

C. Unresolved obligations prevent orderly closure.

QUESTION 953 Fundamentals | Task 1 | Moderate | Multiple response

A practitioner must explain Project vs Operations to a colleague. Which two points should be included? Select two.

A. A suitable response is to keep the project team assigned to recurring support until a new project begins.

B. A project is temporary; repetitive work that sustains the result is operations.

C. A suitable response is to close the project immediately and let support teams discover the handover details later.

D. A suitable response is to transfer ownership to operations and close the temporary project work.

Correct answer: B, D

Why: A project is temporary; repetitive work that sustains the result is operations. The team should transfer ownership to operations and close the temporary project work, so ongoing service work has a permanent owner while project obligations are closed.

A. Recurring service needs permanent operational ownership.

C. Closure requires an agreed transfer of responsibilities.

QUESTION 954 Fundamentals | Task 1 | Moderate | Single answer

During a factory automation effort, one disruption might occur next quarter while another disruption is already affecting work. What should the team do next?

A. record both disruptions as risks and wait for either one to occur

B. treat both disruptions as current issues and assign immediate corrective work

C. close the future risk because only the current disruption has evidence

D. record the future uncertainty as a risk and manage the current condition as an issue

Correct answer: D

Why: A risk is an uncertain future event or condition; an issue exists now and requires resolution. The team should record the future uncertainty as a risk and manage the current condition as an issue, so the uncertain event is monitored proactively and the present problem receives immediate action.

A. The disruption already affecting work is an issue requiring action now.

B. The possible future disruption remains a risk to assess and monitor.

C. Uncertain future events still need assessment and a response strategy.

QUESTION 955 Fundamentals | Task 1 | Moderate | Single answer

On a hospital scheduling replacement, the team decides to record the future uncertainty as a risk and manage the current condition as an issue. Which result would best demonstrate that the decision achieved its purpose?

A. both disruptions receive the same immediate corrective action

B. the uncertain event is monitored proactively and the present problem receives immediate action

C. the current disruption remains open while only its probability is reviewed

D. the future threat disappears from oversight once today's issue is assigned

Correct answer: B

Why: A risk is an uncertain future event or condition; an issue exists now and requires resolution. The team should record the future uncertainty as a risk and manage the current condition as an issue, so the uncertain event is monitored proactively and the present problem receives immediate action.

A. A future uncertainty and a current problem need different treatment.

C. Current issues require resolution, not probability monitoring.

D. Risk monitoring must continue alongside issue resolution.

QUESTION 956 Fundamentals | Task 1 | Moderate | Multiple response

When applying Risk vs Issue, which two statements provide sound guidance? Select two.

A. A suitable response is to record both disruptions as risks and wait for either one to occur.

B. A suitable response is to record the future uncertainty as a risk and manage the current condition as an issue.

C. A suitable response is to treat both disruptions as current issues and assign immediate corrective work.

D. A risk is an uncertain future event or condition; an issue exists now and requires resolution.

Correct answer: B, D

Why: A risk is an uncertain future event or condition; an issue exists now and requires resolution. The team should record the future uncertainty as a risk and manage the current condition as an issue, so the uncertain event is monitored proactively and the present problem receives immediate action.

A. The disruption already affecting work is an issue requiring action now.

C. The possible future disruption remains a risk to assess and monitor.

QUESTION 957 Fundamentals | Task 1 | Difficult | Single answer

During a water utility expansion, the team must both refine one design through feedback and release separate usable capabilities over time. What should the team do next?

A. use iterative learning for refinement and incremental delivery for usable additions

B. repeat design reviews but defer every usable capability until the final release

C. ship separate capabilities without reviewing feedback on the design

D. treat each design revision as a new usable product feature

Correct answer: A

Why: Iteration revises a result; incremental delivery adds usable portions of the solution. The team should use iterative learning for refinement and incremental delivery for usable additions, so the design improves through repetition while value grows through complete added slices.

B. Iteration alone does not deliver value in usable increments.

C. Incremental delivery alone does not provide the needed refinement.

D. A revised design and an additional usable capability are different outcomes.

QUESTION 958 Fundamentals | Task 1 | Moderate | Single answer

On a retail analytics rollout, the team decides to use iterative learning for refinement and incremental delivery for usable additions. Which result would best demonstrate that the decision achieved its purpose?

A. feedback improves the design, but users receive no usable capability until the end

B. new capabilities arrive, but known design weaknesses remain unchanged

C. the design improves through repetition while value grows through complete added slices

D. the same capability is repeatedly renamed while the usable product stays fixed

Correct answer: C

Why: Iteration revises a result; incremental delivery adds usable portions of the solution. The team should use iterative learning for refinement and incremental delivery for usable additions, so the design improves through repetition while value grows through complete added slices.

A. This shows iteration without incremental delivery.

B. This shows increments without iterative refinement.

D. Renaming does not demonstrate refinement or added value.

QUESTION 959 Fundamentals | Task 1 | Moderate | Multiple response

A peer review flags two accurate statements about Iterative vs Incremental Delivery. Which two are they? Select two.

A. A suitable response is to repeat design reviews but defer every usable capability until the final release.

B. Iteration revises a result; incremental delivery adds usable portions of the solution.

C. A suitable response is to ship separate capabilities without reviewing feedback on the design.

D. A suitable response is to use iterative learning for refinement and incremental delivery for usable additions.

Correct answer: B, D

Why: Iteration revises a result; incremental delivery adds usable portions of the solution. The team should use iterative learning for refinement and incremental delivery for usable additions, so the design improves through repetition while value grows through complete added slices.

A. Iteration alone does not deliver value in usable increments.

C. Incremental delivery alone does not provide the needed refinement.

QUESTION 960 Fundamentals | Task 1 | Easy | Single answer

During a hospital scheduling replacement, an analyst discovers that a favorable estimate omitted a known exposure before a gate decision. What should the team do next?

A. leave the estimate unchanged and mention the exposure only if the gate reviewers ask

B. correct the internal working file after the gate decision has been made

C. disclose and correct the omission before decision makers rely on the estimate

D. ask another analyst to sign the estimate without telling them about the omission

Correct answer: C

Why: Responsibility and honesty require timely disclosure and correction of material errors. The team should disclose and correct the omission before decision makers rely on the estimate, so governance receives complete information and confidence in the decision process is protected.

A. Known material information must be disclosed proactively.

B. Decision makers need the corrected estimate before approval.

D. Delegation does not remove responsibility to disclose an error.

QUESTION 961 Fundamentals | Task 1 | Moderate | Single answer

On a digital banking release, the team decides to disclose and correct the omission before decision makers rely on the estimate. Which result would best demonstrate that the decision achieved its purpose?

A. governance receives complete information and confidence in the decision process is protected

B. reviewers approve the original estimate without learning about the omitted exposure

C. the correction is logged internally but the gate decision still uses the old estimate

D. the estimate is amended only after the exposure becomes a visible loss

Correct answer: A

Why: Responsibility and honesty require timely disclosure and correction of material errors. The team should disclose and correct the omission before decision makers rely on the estimate, so governance receives complete information and confidence in the decision process is protected.

B. Approval based on incomplete information is not informed governance.

C. The decision must use the corrected information.

D. Prompt disclosure protects the decision before harm occurs.

QUESTION 962 Fundamentals | Task 1 | Moderate | Multiple response

Which two entries belong in a correct reference note for Ethical Responsibility? Select two.

A. A suitable response is to leave the estimate unchanged and mention the exposure only if the gate reviewers ask.

B. A suitable response is to disclose and correct the omission before decision makers rely on the estimate.

C. Responsibility and honesty require timely disclosure and correction of material errors.

D. A suitable response is to correct the internal working file after the gate decision has been made.

Correct answer: B, C

Why: Responsibility and honesty require timely disclosure and correction of material errors. The team should disclose and correct the omission before decision makers rely on the estimate, so governance receives complete information and confidence in the decision process is protected.

A. Known material information must be disclosed proactively.

D. Decision makers need the corrected estimate before approval.

QUESTION 963 Fundamentals | Task 2 | Moderate | Single answer

During a retail analytics rollout, a schedule shows regulatory approval as ten days of work even though it is a decision point. What should the team do next?

A. keep approval as a ten-day activity and remove the review tasks from the network

B. record only a milestone and omit the preparation and review effort

C. give the approval milestone a ten-day duration to represent waiting time

D. model the approval as a zero-duration milestone and schedule its supporting activities separately

Correct answer: D

Why: A milestone marks a significant point and normally has zero duration; an activity consumes time. The team should model the approval as a zero-duration milestone and schedule its supporting activities separately, so the schedule distinguishes work effort from a significant event.

A. Approval is a point; its supporting work consumes time.

B. Supporting activities still need durations and dependencies.

C. Waiting or review time should be modeled separately from a zero-duration event.

QUESTION 964 Fundamentals | Task 2 | Moderate | Single answer

On an insurance claims product, the team decides to model the approval as a zero-duration milestone and schedule its supporting activities separately. Which result would best demonstrate that the decision achieved its purpose?

A. the schedule distinguishes work effort from a significant event

B. the approval point consumes the same duration as the work that prepares it

C. the approval date appears, but required preparation is absent from the schedule

D. review work is scheduled, but no approval point marks the decision

Correct answer: A

Why: A milestone marks a significant point and normally has zero duration; an activity consumes time. The team should model the approval as a zero-duration milestone and schedule its supporting activities separately, so the schedule distinguishes work effort from a significant event.

B. This still confuses an event with work effort.

C. The network must include work needed to reach the milestone.

D. The significant decision needs an identifiable milestone.

QUESTION 965 Fundamentals | Task 2 | Moderate | Multiple response

A practitioner must explain Milestone vs Activity to a colleague. Which two points should be included? Select two.

A. A milestone marks a significant point and normally has zero duration; an activity consumes time.

B. A suitable response is to keep approval as a ten-day activity and remove the review tasks from the network.

C. A suitable response is to model the approval as a zero-duration milestone and schedule its supporting activities separately.

D. A suitable response is to record only a milestone and omit the preparation and review effort.

Correct answer: A, C

Why: A milestone marks a significant point and normally has zero duration; an activity consumes time. The team should model the approval as a zero-duration milestone and schedule its supporting activities separately, so the schedule distinguishes work effort from a significant event.

B. Approval is a point; its supporting work consumes time.

D. Supporting activities still need durations and dependencies.

QUESTION 966 Fundamentals | Task 2 | Moderate | Single answer

During a digital banking release, a new threat has an owner, trigger, probability estimate, impact estimate and planned response. What should the team do next?

A. keep the threat in meeting notes without assigning its owner or trigger

B. record those details in the risk register and review them at the agreed cadence

C. enter only the threat name and defer probability and impact until it occurs

D. move the threat to the issue log before the trigger has happened

Correct answer: B

Why: The risk register tracks identified risks, analysis, ownership, triggers and responses. The team should record those details in the risk register and review them at the agreed cadence, so the threat remains visible, owned and connected to a response trigger.

A. The risk register should preserve ownership and response details.

C. Assessment is needed while the threat is still uncertain.

D. A possible future event is still a risk.

QUESTION 967 Fundamentals | Task 2 | Moderate | Single answer

On a cybersecurity improvement, the team decides to record those details in the risk register and review them at the agreed cadence. Which result would best demonstrate that the decision achieved its purpose?

A. the threat remains visible, owned and connected to a response trigger

B. the threat is listed but no owner knows when to act

C. the team waits for the threat to occur before considering its response

D. a risk score exists, but the planned response cannot be found

Correct answer: A

Why: The risk register tracks identified risks, analysis, ownership, triggers and responses. The team should record those details in the risk register and review them at the agreed cadence, so the threat remains visible, owned and connected to a response trigger.

B. Visibility without ownership and a trigger is insufficient.

C. The response should be planned before the trigger.

D. The register must connect assessment with response.

QUESTION 968 Fundamentals | Task 2 | Difficult | Multiple response

When applying Risk Register, which two statements provide sound guidance? Select two.

A. A suitable response is to keep the threat in meeting notes without assigning its owner or trigger.

B. The risk register tracks identified risks, analysis, ownership, triggers and responses.

C. A suitable response is to enter only the threat name and defer probability and impact until it occurs.

D. A suitable response is to record those details in the risk register and review them at the agreed cadence.

Correct answer: B, D

Why: The risk register tracks identified risks, analysis, ownership, triggers and responses. The team should record those details in the risk register and review them at the agreed cadence, so the threat remains visible, owned and connected to a response trigger.

A. The risk register should preserve ownership and response details.

C. Assessment is needed while the threat is still uncertain.

QUESTION 969 Fundamentals | Task 2 | Moderate | Single answer

During an insurance claims product, a regulator with high authority joins the initiative and requires formal monthly evidence. What should the team do next?

A. send the regulator the standard weekly update without assessing its authority

B. add the regulator to a mailing list but leave the stakeholder analysis unchanged

C. wait for the next phase gate before recording the new regulator

D. add and analyze the regulator in the stakeholder register before tailoring engagement

Correct answer: D

Why: The stakeholder register records identities and analysis used to plan appropriate engagement. The team should add and analyze the regulator in the stakeholder register before tailoring engagement, so communication and involvement reflect the stakeholder's influence and information needs.

A. Engagement should reflect the regulator's influence and evidence needs.

B. A contact entry alone does not support tailored engagement.

C. The register should reflect a material stakeholder change promptly.

QUESTION 970 Fundamentals | Task 2 | Easy | Single answer

On a telecommunications deployment, the team decides to add and analyze the regulator in the stakeholder register before tailoring engagement. Which result would best demonstrate that the decision achieved its purpose?

A. the regulator is named, but evidence is sent on the team's usual schedule

B. the monthly report is sent, but no owner monitors the regulator's concerns

C. the team uses the same engagement strategy for every stakeholder

D. communication and involvement reflect the stakeholder's influence and information needs

Correct answer: D

Why: The stakeholder register records identities and analysis used to plan appropriate engagement. The team should add and analyze the regulator in the stakeholder register before tailoring engagement, so communication and involvement reflect the stakeholder's influence and information needs.

A. The stated monthly evidence requirement must shape communication.

B. Engagement requires more than one-way reporting.

C. Influence and information needs require tailoring.

QUESTION 971 Fundamentals | Task 2 | Moderate | Multiple response

A peer review flags two accurate statements about Stakeholder Register. Which two are they? Select two.

A. A suitable response is to send the regulator the standard weekly update without assessing its authority.

B. A suitable response is to add and analyze the regulator in the stakeholder register before tailoring engagement.

C. A suitable response is to add the regulator to a mailing list but leave the stakeholder analysis unchanged.

D. The stakeholder register records identities and analysis used to plan appropriate engagement.

Correct answer: B, D

Why: The stakeholder register records identities and analysis used to plan appropriate engagement. The team should add and analyze the regulator in the stakeholder register before tailoring engagement, so communication and involvement reflect the stakeholder's influence and information needs.

A. Engagement should reflect the regulator's influence and evidence needs.

C. A contact entry alone does not support tailored engagement.

QUESTION 972 Fundamentals | Task 2 | Moderate | Single answer

During a cybersecurity improvement, deliverables are accepted but support ownership, contract closure and records retention remain unresolved. What should the team do next?

A. archive the records now and leave the open contracts and support handover to operations

B. complete transition, close agreements, archive records and capture final lessons

C. keep the project open indefinitely to provide routine operational support

D. declare completion once deliverables are accepted without checking remaining obligations

Correct answer: B

Why: Closure includes acceptance, transition, administrative completion, knowledge capture and resource release. The team should complete transition, close agreements, archive records and capture final lessons, so the accepted result enters service with clear ownership and no unmanaged project obligations.

A. Contractual and transition obligations must be settled explicitly.

C. Permanent support ownership belongs in operations.

D. Acceptance does not by itself close contracts or transfer ownership.

QUESTION 973 Fundamentals | Task 2 | Moderate | Single answer

On a municipal permit service, the team decides to complete transition, close agreements, archive records and capture final lessons. Which result would best demonstrate that the decision achieved its purpose?

A. the deliverable is accepted, but no support team has agreed to operate it

B. the project closes while unresolved supplier commitments remain

C. support takes over, but decisions and lessons remain only in team memory

D. the accepted result enters service with clear ownership and no unmanaged project obligations

Correct answer: D

Why: Closure includes acceptance, transition, administrative completion, knowledge capture and resource release. The team should complete transition, close agreements, archive records and capture final lessons, so the accepted result enters service with clear ownership and no unmanaged project obligations.

A. Transition requires an identified owner.

B. Commercial obligations must be closed or formally transferred.

C. Administrative closure includes retained records and knowledge.

QUESTION 974 Fundamentals | Task 2 | Moderate | Multiple response

Which two entries belong in a correct reference note for Closure and Transition? Select two.

A. Closure includes acceptance, transition, administrative completion, knowledge capture and resource release.

B. A suitable response is to archive the records now and leave the open contracts and support handover to operations.

C. A suitable response is to complete transition, close agreements, archive records and capture final lessons.

D. A suitable response is to keep the project open indefinitely to provide routine operational support.

Correct answer: A, C

Why: Closure includes acceptance, transition, administrative completion, knowledge capture and resource release. The team should complete transition, close agreements, archive records and capture final lessons, so the accepted result enters service with clear ownership and no unmanaged project obligations.

B. Contractual and transition obligations must be settled explicitly.

D. Permanent support ownership belongs in operations.

QUESTION 975 Fundamentals | Task 3 | Moderate | Single answer

During a telecommunications deployment, a competent team understands the plan but has lost purpose and confidence during uncertainty. What should the team do next?

A. add more status controls without addressing the team's loss of purpose

B. stop planning and rely entirely on motivational messages

C. escalate every routine decision to the sponsor until confidence returns

D. reconnect the team to the intended outcome and adapt the leadership approach

Correct answer: D

Why: Leadership creates direction and commitment; management organizes and controls complexity. The team should reconnect the team to the intended outcome and adapt the leadership approach, so people regain direction and commitment without losing necessary planning controls.

A. Additional control does not restore direction and commitment.

B. Leadership should complement necessary management controls.

C. The team needs support and direction, not removed autonomy.

QUESTION 976 Fundamentals | Task 3 | Moderate | Single answer

On a university enrollment redesign, the team decides to reconnect the team to the intended outcome and adapt the leadership approach. Which result would best demonstrate that the decision achieved its purpose?

A. reports become more frequent while the team remains disengaged

B. morale improves briefly but responsibilities and plans become unclear

C. the sponsor takes every operational decision while the team loses ownership

D. people regain direction and commitment without losing necessary planning controls

Correct answer: D

Why: Leadership creates direction and commitment; management organizes and controls complexity. The team should reconnect the team to the intended outcome and adapt the leadership approach, so people regain direction and commitment without losing necessary planning controls.

A. More control alone does not restore commitment.

B. Effective leadership still needs workable coordination.

C. Decision bottlenecks do not build confident execution.

QUESTION 977 Fundamentals | Task 3 | Moderate | Multiple response

A practitioner must explain Leadership vs Management to a colleague. Which two points should be included? Select two.

A. Leadership creates direction and commitment; management organizes and controls complexity.

B. A suitable response is to add more status controls without addressing the team's loss of purpose.

C. A suitable response is to stop planning and rely entirely on motivational messages.

D. A suitable response is to reconnect the team to the intended outcome and adapt the leadership approach.

Correct answer: A, D

Why: Leadership creates direction and commitment; management organizes and controls complexity. The team should reconnect the team to the intended outcome and adapt the leadership approach, so people regain direction and commitment without losing necessary planning controls.

B. Additional control does not restore direction and commitment.

C. Leadership should complement necessary management controls.

QUESTION 978 Fundamentals | Task 3 | Moderate | Single answer

During a municipal permit service, a tense review triggers defensiveness and several quiet participants stop contributing. What should the team do next?

A. regulate the immediate reaction, listen for concerns and invite balanced participation

B. defend the original recommendation immediately and ask quiet members to email later

C. ignore the tension and continue through the agenda at the original pace

D. single out the quiet participants and require them to defend their silence

Correct answer: A

Why: Emotional intelligence combines awareness and management of one's own and others' emotions. The team should regulate the immediate reaction, listen for concerns and invite balanced participation, so the discussion becomes psychologically safer and useful information re-enters the decision.

B. This leaves the tense discussion and unheard concerns unresolved.

C. Unaddressed emotions can suppress useful input.

D. Public pressure can make the discussion less safe.

QUESTION 979 Fundamentals | Task 3 | Difficult | Single answer

On a renewable-energy program, the team decides to regulate the immediate reaction, listen for concerns and invite balanced participation. Which result would best demonstrate that the decision achieved its purpose?

A. the review finishes quickly, but quiet participants' concerns are still unknown

B. only the most vocal participants influence the decision

C. the disagreement is postponed without a shared understanding of its cause

D. the discussion becomes psychologically safer and useful information re-enters the decision

Correct answer: D

Why: Emotional intelligence combines awareness and management of one's own and others' emotions. The team should regulate the immediate reaction, listen for concerns and invite balanced participation, so the discussion becomes psychologically safer and useful information re-enters the decision.

A. Finishing the agenda is not evidence of restored dialogue.

B. Balanced participation requires space for quieter views.

C. Emotional awareness should support constructive resolution.

QUESTION 980 Fundamentals | Task 3 | Easy | Multiple response

When applying Emotional Intelligence, which two statements provide sound guidance? Select two.

A. A suitable response is to defend the original recommendation immediately and ask quiet members to email later.

B. A suitable response is to regulate the immediate reaction, listen for concerns and invite balanced participation.

C. Emotional intelligence combines awareness and management of one's own and others' emotions.

D. A suitable response is to ignore the tension and continue through the agenda at the original pace.

Correct answer: B, C

Why: Emotional intelligence combines awareness and management of one's own and others' emotions. The team should regulate the immediate reaction, listen for concerns and invite balanced participation, so the discussion becomes psychologically safer and useful information re-enters the decision.

A. This leaves the tense discussion and unheard concerns unresolved.

D. Unaddressed emotions can suppress useful input.

QUESTION 981 Fundamentals | Task 3 | Moderate | Single answer

During a university enrollment redesign, executive funding authority and daily integration decisions are being assigned to one unclear role. What should the team do next?

A. have the project manager approve funding changes without sponsor authority

B. ask the sponsor to direct every daily task while the project manager only reports status

C. leave both roles jointly accountable for each decision without defining a decision owner

D. let the sponsor champion authorization and resources while the project manager integrates delivery

Correct answer: D

Why: The sponsor authorizes and champions the project; the project manager leads integrated delivery. The team should let the sponsor champion authorization and resources while the project manager integrates delivery, so governance support and day-to-day accountability are both clear.

A. Funding authority remains with the sponsor or authorized governance.

B. The project manager integrates day-to-day delivery.

C. Clear decision rights prevent gaps and conflicting direction.

QUESTION 982 Fundamentals | Task 3 | Moderate | Single answer

On a public transport modernization, the team decides to let the sponsor champion authorization and resources while the project manager integrates delivery. Which result would best demonstrate that the decision achieved its purpose?

A. governance support and day-to-day accountability are both clear

B. funding requests are sent to a project manager who lacks approval authority

C. the sponsor approves resources but also becomes the daily work coordinator

D. both roles assume the other will resolve cross-team delivery issues

Correct answer: A

Why: The sponsor authorizes and champions the project; the project manager leads integrated delivery. The team should let the sponsor champion authorization and resources while the project manager integrates delivery, so governance support and day-to-day accountability are both clear.

B. Executive authorization must be assigned to the proper role.

C. Delivery integration remains a project management responsibility.

D. Accountability needs an explicit owner.

QUESTION 983 Fundamentals | Task 3 | Moderate | Multiple response

A peer review flags two accurate statements about Sponsor vs Project Manager. Which two are they? Select two.

A. The sponsor authorizes and champions the project; the project manager leads integrated delivery.

B. A suitable response is to have the project manager approve funding changes without sponsor authority.

C. A suitable response is to let the sponsor champion authorization and resources while the project manager integrates delivery.

D. A suitable response is to ask the sponsor to direct every daily task while the project manager only reports status.

Correct answer: A, C

Why: The sponsor authorizes and champions the project; the project manager leads integrated delivery. The team should let the sponsor champion authorization and resources while the project manager integrates delivery, so governance support and day-to-day accountability are both clear.

B. Funding authority remains with the sponsor or authorized governance.

D. The project manager integrates day-to-day delivery.

QUESTION 984 Fundamentals | Task 3 | Moderate | Single answer

During a renewable-energy program, a newly formed cross-functional team begins challenging roles, priorities and working agreements. What should the team do next?

A. assume the disagreements mean the team has failed and replace its members

B. impose detailed rules without discussing the competing role expectations

C. wait for disagreements to disappear without helping the team establish norms

D. facilitate constructive resolution of the storming-stage disagreements

Correct answer: D

Why: Storming commonly brings conflict over roles and approaches before norms stabilize. The team should facilitate constructive resolution of the storming-stage disagreements, so the team develops clearer norms and can progress toward effective performance.

A. Storming is a normal stage that calls for facilitated resolution.

B. The team must work through the underlying disagreements.

C. Avoidance can prevent the team from progressing.

QUESTION 985 Fundamentals | Task 3 | Moderate | Single answer

On a logistics platform launch, the team decides to facilitate constructive resolution of the storming-stage disagreements. Which result would best demonstrate that the decision achieved its purpose?

A. the team develops clearer norms and can progress toward effective performance

B. disagreements are hidden, but members still interpret roles differently

C. a manager settles every dispute and the team never learns to resolve its own

D. the team begins work without agreement on priorities or responsibilities

Correct answer: A

Why: Storming commonly brings conflict over roles and approaches before norms stabilize. The team should facilitate constructive resolution of the storming-stage disagreements, so the team develops clearer norms and can progress toward effective performance.

B. Concealed conflict does not establish shared norms.

C. Progress requires stronger team working agreements.

D. Unresolved storming can disrupt performance.

QUESTION 986 Fundamentals | Task 3 | Moderate | Multiple response

Which two entries belong in a correct reference note for Tuckman Team Development? Select two.

A. A suitable response is to facilitate constructive resolution of the storming-stage disagreements.

B. A suitable response is to assume the disagreements mean the team has failed and replace its members.

C. A suitable response is to impose detailed rules without discussing the competing role expectations.

D. Storming commonly brings conflict over roles and approaches before norms stabilize.

Correct answer: A, D

Why: Storming commonly brings conflict over roles and approaches before norms stabilize. The team should facilitate constructive resolution of the storming-stage disagreements, so the team develops clearer norms and can progress toward effective performance.

B. Storming is a normal stage that calls for facilitated resolution.

C. The team must work through the underlying disagreements.

QUESTION 987 Fundamentals | Task 4 | Moderate | Single answer

During a public transport modernization, a proposed initiative has a plausible benefit but lacks investment justification and formal authority. What should the team do next?

A. validate the business case and obtain a sponsor-approved project charter before execution

B. begin execution from the draft benefit statement and seek authorization later

C. issue a charter without examining whether the proposed benefits justify the investment

D. approve the business case but leave project authority and ownership informal

Correct answer: A

Why: The business case justifies investment; the charter formally authorizes the project and project manager. The team should validate the business case and obtain a sponsor-approved project charter before execution, so the work is both justified and formally authorized at an appropriate level.

B. Investment justification and formal authority should precede execution.

C. Authorization should rest on a sound business case.

D. The charter establishes formal authorization and authority.

QUESTION 988 Fundamentals | Task 4 | Moderate | Single answer

On an offshore facilities upgrade, the team decides to validate the business case and obtain a sponsor-approved project charter before execution. Which result would best demonstrate that the decision achieved its purpose?

A. the work is both justified and formally authorized at an appropriate level

B. the team has a plausible benefit but no authority to commit resources

C. a charter exists, but its investment rationale has not been tested

D. work begins while both value and decision rights remain assumptions

Correct answer: A

Why: The business case justifies investment; the charter formally authorizes the project and project manager. The team should validate the business case and obtain a sponsor-approved project charter before execution, so the work is both justified and formally authorized at an appropriate level.

B. A valid case alone does not authorize the project.

C. Formal approval needs a defensible justification.

D. Initiation should establish justification and authority.

QUESTION 989 Fundamentals | Task 4 | Moderate | Multiple response

A practitioner must explain Business Case and Charter to a colleague. Which two points should be included? Select two.

A. A suitable response is to begin execution from the draft benefit statement and seek authorization later.

B. A suitable response is to issue a charter without examining whether the proposed benefits justify the investment.

C. A suitable response is to validate the business case and obtain a sponsor-approved project charter before execution.

D. The business case justifies investment; the charter formally authorizes the project and project manager.

Correct answer: C, D

Why: The business case justifies investment; the charter formally authorizes the project and project manager. The team should validate the business case and obtain a sponsor-approved project charter before execution, so the work is both justified and formally authorized at an appropriate level.

A. Investment justification and formal authority should precede execution.

B. Authorization should rest on a sound business case.

QUESTION 990 Fundamentals | Task 4 | Difficult | Single answer

During a logistics platform launch, a requested design improvement would alter approved scope, cost and schedule baselines. What should the team do next?

A. implement the improvement immediately and update baselines after delivery

B. document the request, assess integrated impacts and submit it to the authorized decision body

C. ask only the design lead to approve the change without reviewing cost or schedule

D. reject the request solely because it changes an approved baseline

Correct answer: B

Why: Baseline changes require formal evaluation and authorization before implementation. The team should document the request, assess integrated impacts and submit it to the authorized decision body, so the change is approved, rejected or deferred using complete impact information.

A. Baseline changes require assessment and authorization first.

C. Integrated impacts and the proper authority are required.

D. A change request should be evaluated, not dismissed automatically.

QUESTION 991 Fundamentals | Task 4 | Moderate | Single answer

On an airport operations project, the team decides to document the request, assess integrated impacts and submit it to the authorized decision body. Which result would best demonstrate that the decision achieved its purpose?

A. the design changes before scope, cost and schedule impacts are understood

B. an authorized body receives the request but only a design benefit is documented

C. the request stays open with no recorded approval or rejection

D. the change is approved, rejected or deferred using complete impact information

Correct answer: D

Why: Baseline changes require formal evaluation and authorization before implementation. The team should document the request, assess integrated impacts and submit it to the authorized decision body, so the change is approved, rejected or deferred using complete impact information.

A. The decision needs integrated impact information.

B. The full baseline impact must inform its decision.

C. Change control needs a documented disposition.

QUESTION 992 Fundamentals | Task 4 | Moderate | Multiple response

When applying Integrated Change Control, which two statements provide sound guidance? Select two.

A. Baseline changes require formal evaluation and authorization before implementation.

B. A suitable response is to document the request, assess integrated impacts and submit it to the authorized decision body.

C. A suitable response is to implement the improvement immediately and update baselines after delivery.

D. A suitable response is to ask only the design lead to approve the change without reviewing cost or schedule.

Correct answer: A, B

Why: Baseline changes require formal evaluation and authorization before implementation. The team should document the request, assess integrated impacts and submit it to the authorized decision body, so the change is approved, rejected or deferred using complete impact information.

C. Baseline changes require assessment and authorization first.

D. Integrated impacts and the proper authority are required.

QUESTION 993 Fundamentals | Task 4 | Moderate | Single answer

During an offshore facilities upgrade, the output will launch this month but adoption and savings are expected after the project closes. What should the team do next?

A. close the project and assume adoption and savings will happen without an owner

B. measure only whether the output launches on time

C. move all benefit measurements into the project schedule and stop at closure

D. confirm benefit measures, timing and accountable owners for post-project realization

Correct answer: D

Why: Benefits planning connects outputs to measurable outcomes, timing and accountable owners. The team should confirm benefit measures, timing and accountable owners for post-project realization, so the organization continues measuring value after delivery responsibility transitions.

A. Benefits after closure need named accountability.

B. Delivery timing does not prove realization of expected value.

C. Post-project outcomes require a continuing measurement plan.

QUESTION 994 Fundamentals | Task 4 | Moderate | Single answer

On a pharmaceutical compliance initiative, the team decides to confirm benefit measures, timing and accountable owners for post-project realization. Which result would best demonstrate that the decision achieved its purpose?

A. the organization continues measuring value after delivery responsibility transitions

B. the output launches, but no one measures adoption or savings afterward

C. benefits are estimated once at closure and never compared with actual results

D. a measure exists, but no business owner is accountable for achieving it

Correct answer: A

Why: Benefits planning connects outputs to measurable outcomes, timing and accountable owners. The team should confirm benefit measures, timing and accountable owners for post-project realization, so the organization continues measuring value after delivery responsibility transitions.

B. Launch is not evidence of benefit realization.

C. Realization requires ongoing measurement.

D. A metric needs ownership after project transition.

QUESTION 995 Fundamentals | Task 4 | Moderate | Multiple response

A peer review flags two accurate statements about Benefits Management. Which two are they? Select two.

A. A suitable response is to close the project and assume adoption and savings will happen without an owner.

B. Benefits planning connects outputs to measurable outcomes, timing and accountable owners.

C. A suitable response is to measure only whether the output launches on time.

D. A suitable response is to confirm benefit measures, timing and accountable owners for post-project realization.

Correct answer: B, D

Why: Benefits planning connects outputs to measurable outcomes, timing and accountable owners. The team should confirm benefit measures, timing and accountable owners for post-project realization, so the organization continues measuring value after delivery responsibility transitions.

A. Benefits after closure need named accountability.

C. Delivery timing does not prove realization of expected value.

QUESTION 996 Fundamentals | Task 5 | Moderate | Single answer

During an airport operations project, many defect categories compete for limited corrective-action capacity. What should the team do next?

A. treat every defect category as equally important regardless of its impact

B. investigate one recent defect without comparing category frequencies

C. rank categories by frequency or effect and focus first on the vital few contributors

D. sort defect categories alphabetically before assigning equal corrective capacity

Correct answer: C

Why: Pareto analysis orders categories to reveal the few causes producing most effects. The team should rank categories by frequency or effect and focus first on the vital few contributors, so improvement effort addresses the sources responsible for most of the observed impact.

A. Pareto analysis focuses effort on the largest contributors.

B. One case cannot establish which categories dominate.

D. Ordering should use frequency or impact.

QUESTION 997 Fundamentals | Task 5 | Moderate | Single answer

On a factory automation effort, the team decides to rank categories by frequency or effect and focus first on the vital few contributors. Which result would best demonstrate that the decision achieved its purpose?

A. improvement effort addresses the sources responsible for most of the observed impact

B. effort is spread evenly even though a few categories cause most defects

C. a detailed cause is found for one defect, but the dominant categories remain unknown

D. the category chart is produced but resource allocation ignores its ranking

Correct answer: A

Why: Pareto analysis orders categories to reveal the few causes producing most effects. The team should rank categories by frequency or effect and focus first on the vital few contributors, so improvement effort addresses the sources responsible for most of the observed impact.

B. The vital few should receive priority.

C. Root cause of one case does not rank overall impact.

D. The analysis should guide improvement priorities.

QUESTION 998 Fundamentals | Task 5 | Moderate | Multiple response

Which two entries belong in a correct reference note for Pareto Analysis? Select two.

A. A suitable response is to rank categories by frequency or effect and focus first on the vital few contributors.

B. Pareto analysis orders categories to reveal the few causes producing most effects.

C. A suitable response is to treat every defect category as equally important regardless of its impact.

D. A suitable response is to investigate one recent defect without comparing category frequencies.

Correct answer: A, B

Why: Pareto analysis orders categories to reveal the few causes producing most effects. The team should rank categories by frequency or effect and focus first on the vital few contributors, so improvement effort addresses the sources responsible for most of the observed impact.

C. Pareto analysis focuses effort on the largest contributors.

D. One case cannot establish which categories dominate.

QUESTION 999 Fundamentals | Task 5 | Moderate | Single answer

During a pharmaceutical compliance initiative, the same failure returns after several teams repair only its visible symptom. What should the team do next?

A. repair the visible failure again without examining why it recurs

B. rank failure categories by frequency and stop before tracing this failure's cause

C. investigate the causal chain before choosing a preventive corrective action

D. choose a permanent fix before testing the suspected cause

Correct answer: C

Why: Root cause analysis seeks the underlying reason a problem occurs, not merely its symptom. The team should investigate the causal chain before choosing a preventive corrective action, so the underlying source is addressed and recurrence becomes less likely.

A. A symptom fix leaves the underlying cause in place.

B. Ranking categories does not explain the causal chain.

D. Corrective action should follow evidence about the root cause.

QUESTION 1000 Fundamentals | Task 5 | Easy | Single answer

On a water utility expansion, the team decides to investigate the causal chain before choosing a preventive corrective action. Which result would best demonstrate that the decision achieved its purpose?

A. the latest symptom disappears but the same failure returns next month

B. the team lists many possible causes but never verifies or acts on one

C. the underlying source is addressed and recurrence becomes less likely

D. a corrective action is applied, but no evidence links it to the failure mechanism

Correct answer: C

Why: Root cause analysis seeks the underlying reason a problem occurs, not merely its symptom. The team should investigate the causal chain before choosing a preventive corrective action, so the underlying source is addressed and recurrence becomes less likely.

A. Recurrence shows the underlying cause remains.

B. A cause list alone does not prevent recurrence.

D. Prevention depends on addressing the verified cause.

Questions 1001-1050

QUESTION 1001 Fundamentals | Task 5 | Difficult | Multiple response

A practitioner must explain Root Cause Analysis to a colleague. Which two points should be included? Select two.

A. Root cause analysis seeks the underlying reason a problem occurs, not merely its symptom.

B. A suitable response is to investigate the causal chain before choosing a preventive corrective action.

C. A suitable response is to repair the visible failure again without examining why it recurs.

D. A suitable response is to rank failure categories by frequency and stop before tracing this failure's cause.

Correct answer: A, B

Why: Root cause analysis seeks the underlying reason a problem occurs, not merely its symptom. The team should investigate the causal chain before choosing a preventive corrective action, so the underlying source is addressed and recurrence becomes less likely.

C. A symptom fix leaves the underlying cause in place.

D. Ranking categories does not explain the causal chain.

QUESTION 1002 Fundamentals | Task 5 | Moderate | Single answer

During a factory automation effort, leaders must compare alternatives that have different probabilities, costs and consequences. What should the team do next?

A. choose the lowest initial cost without modeling possible outcomes

B. rank the alternatives by likelihood alone and ignore each outcome's impact

C. use a single best-case scenario for every alternative

D. model the choices and uncertain outcomes as branches and compare expected consequences

Correct answer: D

Why: A decision tree evaluates choices through branches that represent uncertain outcomes and consequences. The team should model the choices and uncertain outcomes as branches and compare expected consequences, so the decision explicitly reflects both probability and impact.

A. The decision must account for probabilities and consequences.

B. Expected consequences require both probability and impact.

C. A decision tree represents multiple uncertain branches.

QUESTION 1003 Fundamentals | Task 5 | Moderate | Single answer

On a hospital scheduling replacement, the team decides to model the choices and uncertain outcomes as branches and compare expected consequences. Which result would best demonstrate that the decision achieved its purpose?

A. the cheapest option is chosen without considering its downside branches

B. probabilities are listed, but outcome values are absent from the comparison

C. the decision explicitly reflects both probability and impact

D. a single forecast replaces the range of possible outcomes

Correct answer: C

Why: A decision tree evaluates choices through branches that represent uncertain outcomes and consequences. The team should model the choices and uncertain outcomes as branches and compare expected consequences, so the decision explicitly reflects both probability and impact.

A. Initial cost alone does not capture uncertain consequences.

B. Probability and impact both matter.

D. The decision should reflect alternative branches.

QUESTION 1004 Fundamentals | Task 5 | Moderate | Multiple response

When applying Decision Tree, which two statements provide sound guidance? Select two.

A. A suitable response is to choose the lowest initial cost without modeling possible outcomes.

B. A suitable response is to model the choices and uncertain outcomes as branches and compare expected consequences.

C. A decision tree evaluates choices through branches that represent uncertain outcomes and consequences.

D. A suitable response is to rank the alternatives by likelihood alone and ignore each outcome's impact.

Correct answer: B, C

Why: A decision tree evaluates choices through branches that represent uncertain outcomes and consequences. The team should model the choices and uncertain outcomes as branches and compare expected consequences, so the decision explicitly reflects both probability and impact.

A. The decision must account for probabilities and consequences.

D. Expected consequences require both probability and impact.

QUESTION 1005 Predictive | Task 1 | Moderate | Single answer

During a water utility expansion, requirements are stable, compliance evidence is prescribed and physical work follows known dependencies. What should the team do next?

A. avoid baselines and let the work plan emerge only after construction starts

B. set only a final date and leave dependencies and compliance evidence unplanned

C. reorder the physical work after every review without assessing dependencies

D. develop detailed baselines and manage the work with a predictive approach

Correct answer: D

Why: Predictive delivery fits stable, well-understood work that benefits from detailed up-front planning. The team should develop detailed baselines and manage the work with a predictive approach, so execution can be coordinated against approved scope, schedule and cost expectations.

A. Stable, prescribed work benefits from planned controls.

B. Known dependencies and evidence requirements need detailed planning.

C. A fixed sequence of work needs controlled changes.

QUESTION 1006 Predictive | Task 1 | Moderate | Single answer

On a retail analytics rollout, the team decides to develop detailed baselines and manage the work with a predictive approach. Which result would best demonstrate that the decision achieved its purpose?

A. teams begin work without an approved schedule for known dependencies

B. execution can be coordinated against approved scope, schedule and cost expectations

C. scope is documented, but cost and schedule expectations remain informal

D. a new sequence is adopted without examining its effect on approved plans

Correct answer: B

Why: Predictive delivery fits stable, well-understood work that benefits from detailed up-front planning. The team should develop detailed baselines and manage the work with a predictive approach, so execution can be coordinated against approved scope, schedule and cost expectations.

A. Predictive coordination depends on a usable baseline.

C. Integrated baselines support controlled delivery.

D. Predictive changes need impact assessment.

QUESTION 1007 Predictive | Task 1 | Moderate | Multiple response

A peer review flags two accurate statements about Predictive Suitability. Which two are they? Select two.

A. A suitable response is to avoid baselines and let the work plan emerge only after construction starts.

B. Predictive delivery fits stable, well-understood work that benefits from detailed up-front planning.

C. A suitable response is to develop detailed baselines and manage the work with a predictive approach.

D. A suitable response is to set only a final date and leave dependencies and compliance evidence unplanned.

Correct answer: B, C

Why: Predictive delivery fits stable, well-understood work that benefits from detailed up-front planning. The team should develop detailed baselines and manage the work with a predictive approach, so execution can be coordinated against approved scope, schedule and cost expectations.

A. Stable, prescribed work benefits from planned controls.

D. Known dependencies and evidence requirements need detailed planning.

QUESTION 1008 Predictive | Task 1 | Moderate | Single answer

During a hospital scheduling replacement, approved work is underway and actual results are now diverging from the baselines. What should the team do next?

A. compare performance with the plan, forecast outcomes and raise needed change requests

B. record actual results but do not compare them with the baselines

C. replace the approved plan whenever results diverge without reviewing impacts

D. wait until project closure to explain the emerging divergence

Correct answer: A

Why: Monitoring and Controlling tracks, reviews and regulates performance and identifies needed changes. The team should compare performance with the plan, forecast outcomes and raise needed change requests, so variance becomes decision-ready information and corrective action follows governance.

B. Raw actuals alone do not reveal variances.

C. Baseline changes require authorized control.

D. Control is needed while action can still affect the outcome.

QUESTION 1009 Predictive | Task 1 | Moderate | Single answer

On a digital banking release, the team decides to compare performance with the plan, forecast outcomes and raise needed change requests. Which result would best demonstrate that the decision achieved its purpose?

A. a status report lists actuals without trends, forecasts or decisions

B. the baseline is silently overwritten to match actual performance

C. a forecast is issued but no one acts on a significant variance

D. variance becomes decision-ready information and corrective action follows governance

Correct answer: D

Why: Monitoring and Controlling tracks, reviews and regulates performance and identifies needed changes. The team should compare performance with the plan, forecast outcomes and raise needed change requests, so variance becomes decision-ready information and corrective action follows governance.

A. Control needs interpretation and action.

B. Governance needs visible variances and authorized changes.

C. Monitoring should lead to an appropriate response.

QUESTION 1010 Predictive | Task 1 | Easy | Multiple response

Which two entries belong in a correct reference note for Monitoring and Controlling? Select two.

A. Monitoring and Controlling tracks, reviews and regulates performance and identifies needed changes.

B. A suitable response is to compare performance with the plan, forecast outcomes and raise needed change requests.

C. A suitable response is to record actual results but do not compare them with the baselines.

D. A suitable response is to replace the approved plan whenever results diverge without reviewing impacts.

Correct answer: A, B

Why: Monitoring and Controlling tracks, reviews and regulates performance and identifies needed changes. The team should compare performance with the plan, forecast outcomes and raise needed change requests, so variance becomes decision-ready information and corrective action follows governance.

C. Raw actuals alone do not reveal variances.

D. Baseline changes require authorized control.

QUESTION 1011 Predictive | Task 2 | Moderate | Single answer

During a retail analytics rollout, one network path is longest while a near-critical path has only a small scheduling cushion. What should the team do next?

A. treat every path as equally time-sensitive regardless of float

B. monitor only the current longest path and ignore the near-critical path

C. protect the critical path and monitor the near-critical path's remaining total float

D. add the same buffer to every activity without checking the network

Correct answer: C

Why: The critical path determines project duration; total float measures permissible delay without moving completion. The team should protect the critical path and monitor the near-critical path's remaining total float, so the team understands which delays can move the finish date and where flexibility remains.

A. Paths with little or no float need particular attention.

B. A small delay can make the near-critical path critical.

D. Float and path effects come from dependencies, not a uniform allowance.

QUESTION 1012 Predictive | Task 2 | Difficult | Single answer

On an insurance claims product, the team decides to protect the critical path and monitor the near-critical path's remaining total float. Which result would best demonstrate that the decision achieved its purpose?

A. the longest path is known, but a near-critical delay surprises the team

B. the team understands which delays can move the finish date and where flexibility remains

C. activities are expedited without knowing whether they affect the finish date

D. the schedule shows dates but no flexibility for noncritical work

Correct answer: B

Why: The critical path determines project duration; total float measures permissible delay without moving completion. The team should protect the critical path and monitor the near-critical path's remaining total float, so the team understands which delays can move the finish date and where flexibility remains.

A. Remaining float on other paths also needs monitoring.

C. Critical-path analysis identifies which delays matter.

D. Float is needed to distinguish flexibility from finish-date risk.

QUESTION 1013 Predictive | Task 2 | Moderate | Multiple response

A practitioner must explain Critical Path and Float to a colleague. Which two points should be included? Select two.

A. A suitable response is to treat every path as equally time-sensitive regardless of float.

B. A suitable response is to monitor only the current longest path and ignore the near-critical path.

C. A suitable response is to protect the critical path and monitor the near-critical path's remaining total float.

D. The critical path determines project duration; total float measures permissible delay without moving completion.

Correct answer: C, D

Why: The critical path determines project duration; total float measures permissible delay without moving completion. The team should protect the critical path and monitor the near-critical path's remaining total float, so the team understands which delays can move the finish date and where flexibility remains.

A. Paths with little or no float need particular attention.

B. A small delay can make the near-critical path critical.

QUESTION 1014 Predictive | Task 2 | Moderate | Single answer

During a digital banking release, a duration estimate is uncertain and the team has optimistic, most likely and pessimistic values. What should the team do next?

A. calculate a beta-weighted estimate using (O + 4M + P) / 6

B. use the optimistic duration as the forecast and discard the other estimates

C. average the three values equally while calling the result a PERT beta estimate

D. choose the pessimistic value as a fixed commitment without explaining uncertainty

Correct answer: A

Why: PERT weights the most-likely estimate four times when calculating expected duration. The team should calculate a beta-weighted estimate using (O + 4M + P) / 6, so the schedule uses a weighted expected duration rather than one unsupported point estimate.

B. The expected duration must incorporate all three values.

C. The beta estimate weights the most likely value four times.

D. A weighted estimate conveys the expected duration.

QUESTION 1015 Predictive | Task 2 | Moderate | Single answer

On a cybersecurity improvement, the team decides to calculate a beta-weighted estimate using (O + 4M + P) / 6. Which result would best demonstrate that the decision achieved its purpose?

A. the schedule uses only the most likely point estimate

B. the three estimates are averaged equally despite a beta-weighting decision

C. a duration is recorded without retaining the range or estimating assumption

D. the schedule uses a weighted expected duration rather than one unsupported point estimate

Correct answer: D

Why: PERT weights the most-likely estimate four times when calculating expected duration. The team should calculate a beta-weighted estimate using (O + 4M + P) / 6, so the schedule uses a weighted expected duration rather than one unsupported point estimate.

A. The optimistic and pessimistic values should inform the estimate.

B. PERT beta weighting gives the most likely value greater weight.

C. The forecast should remain traceable to its inputs.

QUESTION 1016 Predictive | Task 2 | Moderate | Multiple response

When applying PERT Estimating, which two statements provide sound guidance? Select two.

A. A suitable response is to calculate a beta-weighted estimate using (O + 4M + P) / 6.

B. PERT weights the most-likely estimate four times when calculating expected duration.

C. A suitable response is to use the optimistic duration as the forecast and discard the other estimates.

D. A suitable response is to average the three values equally while calling the result a PERT beta estimate.

Correct answer: A, B

Why: PERT weights the most-likely estimate four times when calculating expected duration. The team should calculate a beta-weighted estimate using (O + 4M + P) / 6, so the schedule uses a weighted expected duration rather than one unsupported point estimate.

C. The expected duration must incorporate all three values.

D. The beta estimate weights the most likely value four times.

QUESTION 1017 Predictive | Task 2 | Moderate | Single answer

During an insurance claims product, the approved completion date is at risk but scope cannot be removed. What should the team do next?

A. remove required scope to meet the date without approval

B. overlap dependent work immediately without assessing rework risk

C. compare fast tracking and crashing after assessing added risk and cost

D. add resources to every activity without checking cost or critical-path effect

Correct answer: C

Why: Fast tracking overlaps work and increases risk; crashing adds resources and usually increases cost. The team should compare fast tracking and crashing after assessing added risk and cost, so the schedule is shortened through an explicit trade-off rather than hidden scope reduction.

A. Compression seeks a shorter schedule while preserving approved scope.

B. Fast tracking increases risk that must be evaluated.

D. Crashing should target useful schedule gain at acceptable cost.

QUESTION 1018 Predictive | Task 2 | Moderate | Single answer

On a telecommunications deployment, the team decides to compare fast tracking and crashing after assessing added risk and cost. Which result would best demonstrate that the decision achieved its purpose?

A. the date is met only because required scope was omitted

B. work overlaps but rework cancels the expected time saving

C. extra staffing raises cost without shortening the critical path

D. the schedule is shortened through an explicit trade-off rather than hidden scope reduction

Correct answer: D

Why: Fast tracking overlaps work and increases risk; crashing adds resources and usually increases cost. The team should compare fast tracking and crashing after assessing added risk and cost, so the schedule is shortened through an explicit trade-off rather than hidden scope reduction.

A. That is scope reduction, not sound schedule compression.

B. Fast-tracking risk must be managed.

C. Crashing is useful only when it improves completion time.

QUESTION 1019 Predictive | Task 2 | Moderate | Multiple response

A peer review flags two accurate statements about Schedule Compression. Which two are they? Select two.

A. A suitable response is to remove required scope to meet the date without approval.

B. A suitable response is to compare fast tracking and crashing after assessing added risk and cost.

C. Fast tracking overlaps work and increases risk; crashing adds resources and usually increases cost.

D. A suitable response is to overlap dependent work immediately without assessing rework risk.

Correct answer: B, C

Why: Fast tracking overlaps work and increases risk; crashing adds resources and usually increases cost. The team should compare fast tracking and crashing after assessing added risk and cost, so the schedule is shortened through an explicit trade-off rather than hidden scope reduction.

A. Compression seeks a shorter schedule while preserving approved scope.

D. Fast tracking increases risk that must be evaluated.

QUESTION 1020 Predictive | Task 3 | Easy | Single answer

During a cybersecurity improvement, earned value is below planned value but above actual cost at the status date. What should the team do next?

A. report positive schedule and negative cost variance from these values

B. report only the cost result and omit the schedule shortfall

C. compare planned value with actual cost directly and ignore earned value

D. report negative schedule variance and positive cost variance with their implications

Correct answer: D

Why: SV = EV - PV and CV = EV - AC; positive is favorable and negative is unfavorable. The team should report negative schedule variance and positive cost variance with their implications, so stakeholders understand that progress is behind plan while cost performance is favorable.

A. EV below PV means behind plan; EV above AC means favorable cost.

B. Both schedule and cost signals matter.

C. EVM variances use EV as the common measure of completed work.

QUESTION 1021 Predictive | Task 3 | Moderate | Single answer

On a municipal permit service, the team decides to report negative schedule variance and positive cost variance with their implications. Which result would best demonstrate that the decision achieved its purpose?

A. stakeholders are told the project is ahead of schedule and over budget

B. the favorable cost position masks the delay in earned work

C. stakeholders understand that progress is behind plan while cost performance is favorable

D. a variance is reported with no explanation of its practical meaning

Correct answer: C

Why: SV = EV - PV and CV = EV - AC; positive is favorable and negative is unfavorable. The team should report negative schedule variance and positive cost variance with their implications, so stakeholders understand that progress is behind plan while cost performance is favorable.

A. Those signs reverse the actual variances.

B. Schedule variance still needs attention.

D. Decision makers need the direction and implications.

QUESTION 1022 Predictive | Task 3 | Moderate | Multiple response

Which two entries belong in a correct reference note for EVM Variance Interpretation? Select two.

A. A suitable response is to report positive schedule and negative cost variance from these values.

B. A suitable response is to report only the cost result and omit the schedule shortfall.

C. A suitable response is to report negative schedule variance and positive cost variance with their implications.

D. SV = EV - PV and CV = EV - AC; positive is favorable and negative is unfavorable.

Correct answer: C, D

Why: SV = EV - PV and CV = EV - AC; positive is favorable and negative is unfavorable. The team should report negative schedule variance and positive cost variance with their implications, so stakeholders understand that progress is behind plan while cost performance is favorable.

A. EV below PV means behind plan; EV above AC means favorable cost.

B. Both schedule and cost signals matter.

QUESTION 1023 Predictive | Task 3 | Difficult | Single answer

During a telecommunications deployment, the current cost performance index is expected to continue for all remaining work. What should the team do next?

A. use BAC unchanged despite evidence that current cost efficiency will continue

B. multiply BAC by CPI and call it the final cost forecast

C. forecast final cost with EAC = BAC / CPI and explain the assumption

D. calculate only the remaining cost and present it as total final cost

Correct answer: C

Why: BAC divided by CPI is appropriate when current cost efficiency is expected to continue. The team should forecast final cost with EAC = BAC / CPI and explain the assumption, so the forecast reflects demonstrated cost efficiency rather than the original budget alone.

A. The forecast should reflect observed CPI.

B. Persistent cost inefficiency requires dividing BAC by CPI.

D. EAC includes both completed and remaining work.

QUESTION 1024 Predictive | Task 3 | Moderate | Single answer

On a university enrollment redesign, the team decides to forecast final cost with EAC = BAC / CPI and explain the assumption. Which result would best demonstrate that the decision achieved its purpose?

A. the forecast remains equal to the original budget despite persistent variance

B. only remaining expenditure is shown, with completed cost omitted

C. the formula is used without stating that current efficiency is assumed to persist

D. the forecast reflects demonstrated cost efficiency rather than the original budget alone

Correct answer: D

Why: BAC divided by CPI is appropriate when current cost efficiency is expected to continue. The team should forecast final cost with EAC = BAC / CPI and explain the assumption, so the forecast reflects demonstrated cost efficiency rather than the original budget alone.

A. A continuing CPI should affect the final-cost estimate.

B. EAC is the total expected cost.

C. The forecast needs its underlying assumption.

QUESTION 1025 Predictive | Task 3 | Moderate | Multiple response

A practitioner must explain Estimate at Completion to a colleague. Which two points should be included? Select two.

A. A suitable response is to forecast final cost with EAC = BAC / CPI and explain the assumption.

B. A suitable response is to use BAC unchanged despite evidence that current cost efficiency will continue.

C. A suitable response is to multiply BAC by CPI and call it the final cost forecast.

D. BAC divided by CPI is appropriate when current cost efficiency is expected to continue.

Correct answer: A, D

Why: BAC divided by CPI is appropriate when current cost efficiency is expected to continue. The team should forecast final cost with EAC = BAC / CPI and explain the assumption, so the forecast reflects demonstrated cost efficiency rather than the original budget alone.

B. The forecast should reflect observed CPI.

C. Persistent cost inefficiency requires dividing BAC by CPI.

QUESTION 1026 Predictive | Task 3 | Moderate | Single answer

During a municipal permit service, systems provide raw hours, dates and defect counts but leaders need an integrated status view. What should the team do next?

A. forward the raw hours, dates and defect counts without analysis

B. replace the source measurements with an opinion-only status summary

C. analyze the raw data into trends, variances and decision-relevant performance information

D. report each system separately without relating trends or variances

Correct answer: C

Why: Work performance data are raw observations; analysis produces work performance information. The team should analyze the raw data into trends, variances and decision-relevant performance information, so decision makers receive meaning and relationships instead of disconnected measurements.

A. Leaders need interpreted performance information.

B. Information should be grounded in actual data.

D. An integrated view connects the measurements.

QUESTION 1027 Predictive | Task 3 | Moderate | Single answer

On a renewable-energy program, the team decides to analyze the raw data into trends, variances and decision-relevant performance information. Which result would best demonstrate that the decision achieved its purpose?

A. leaders receive a larger spreadsheet but still cannot see trends

B. decision makers receive meaning and relationships instead of disconnected measurements

C. a status label is given without supporting measurements

D. defects, dates and effort are summarized separately with no relationship shown

Correct answer: B

Why: Work performance data are raw observations; analysis produces work performance information. The team should analyze the raw data into trends, variances and decision-relevant performance information, so decision makers receive meaning and relationships instead of disconnected measurements.

A. More raw data does not create decision-ready information.

C. Analysis must remain traceable to performance data.

D. Integrated information reveals their combined implications.

QUESTION 1028 Predictive | Task 3 | Moderate | Multiple response

When applying Performance Data vs Information, which two statements provide sound guidance? Select two.

A. A suitable response is to forward the raw hours, dates and defect counts without analysis.

B. A suitable response is to replace the source measurements with an opinion-only status summary.

C. A suitable response is to analyze the raw data into trends, variances and decision-relevant performance information.

D. Work performance data are raw observations; analysis produces work performance information.

Correct answer: C, D

Why: Work performance data are raw observations; analysis produces work performance information. The team should analyze the raw data into trends, variances and decision-relevant performance information, so decision makers receive meaning and relationships instead of disconnected measurements.

A. Leaders need interpreted performance information.

B. Information should be grounded in actual data.

QUESTION 1029 Agile | Task 1 | Moderate | Single answer

During a university enrollment redesign, users can provide frequent feedback and important requirements are expected to evolve. What should the team do next?

A. freeze all requirements before seeking user feedback

B. wait for a complete final product before showing any usable work

C. deliver small increments through short feedback cycles and reorder work as learning emerges

D. change priorities each day without using evidence or an ordered backlog

Correct answer: C

Why: Adaptive delivery fits high uncertainty when frequent feedback can guide priorities. The team should deliver small increments through short feedback cycles and reorder work as learning emerges, so the product adapts early while investment remains focused on current value.

A. Evolving needs favor early learning and adjustment.

B. Small increments enable timely feedback.

D. Adaptation should follow learning and value.

QUESTION 1030 Agile | Task 1 | Easy | Single answer

On a public transport modernization, the team decides to deliver small increments through short feedback cycles and reorder work as learning emerges. Which result would best demonstrate that the decision achieved its purpose?

A. the product adapts early while investment remains focused on current value

B. the plan remains stable while user needs change unseen

C. feedback arrives only after the full investment has been made

D. the backlog changes frequently but no usable value is delivered

Correct answer: A

Why: Adaptive delivery fits high uncertainty when frequent feedback can guide priorities. The team should deliver small increments through short feedback cycles and reorder work as learning emerges, so the product adapts early while investment remains focused on current value.

B. Adaptive delivery should expose and respond to change.

C. Early increments reduce late discovery.

D. Adaptation should produce usable increments.

QUESTION 1031 Agile | Task 1 | Moderate | Multiple response

A product faces volatile requirements and can obtain frequent user feedback. Which two statements correctly explain why an adaptive approach may suit the work? Select two.

A. Adaptive delivery fits high uncertainty when frequent feedback can guide priorities.

B. A suitable response is to freeze all requirements before seeking user feedback.

C. A suitable response is to wait for a complete final product before showing any usable work.

D. A suitable response is to deliver small increments through short feedback cycles and reorder work as learning emerges.

Correct answer: A, D

Why: Adaptive delivery fits high uncertainty when frequent feedback can guide priorities. The team should deliver small increments through short feedback cycles and reorder work as learning emerges, so the product adapts early while investment remains focused on current value.

B. Evolving needs favor early learning and adjustment.

C. Small increments enable timely feedback.

QUESTION 1032 Agile | Task 1 | Moderate | Single answer

During a renewable-energy program, a team is following an old plan even though working increments and customer evidence contradict it. What should the team do next?

A. use collaboration and working results to adapt the plan toward customer value

B. follow the old plan despite working evidence that it misses customer needs

C. discard all planning and documentation once customer feedback arrives

D. ask only the delivery team to interpret feedback without customer collaboration

Correct answer: A

Why: Agile values working outcomes, collaboration and response to change while still valuing the items on the right. The team should use collaboration and working results to adapt the plan toward customer value, so decisions respond to evidence without abandoning necessary documentation or planning.

B. Responding to change means using evidence to adjust.

C. Agile values still allow useful plans and records.

D. Customer collaboration helps validate the change in direction.

QUESTION 1033 Agile | Task 1 | Moderate | Single answer

On a logistics platform launch, the team decides to use collaboration and working results to adapt the plan toward customer value. Which result would best demonstrate that the decision achieved its purpose?

A. the original plan is completed even though the working product disappoints users

B. decisions respond to evidence without abandoning necessary documentation or planning

C. the team changes direction but loses required traceability and agreements

D. customer comments are collected but not used in decisions

Correct answer: B

Why: Agile values working outcomes, collaboration and response to change while still valuing the items on the right. The team should use collaboration and working results to adapt the plan toward customer value, so decisions respond to evidence without abandoning necessary documentation or planning.

A. Plan adherence alone does not show customer value.

C. Adaptation should retain necessary controls.

D. Feedback must influence the product.

QUESTION 1034 Agile | Task 1 | Difficult | Multiple response

Which two entries belong in a correct reference note for Agile Values? Select two.

A. A suitable response is to follow the old plan despite working evidence that it misses customer needs.

B. A suitable response is to discard all planning and documentation once customer feedback arrives.

C. A suitable response is to use collaboration and working results to adapt the plan toward customer value.

D. Agile values working outcomes, collaboration and response to change while still valuing the items on the right.

Correct answer: C, D

Why: Agile values working outcomes, collaboration and response to change while still valuing the items on the right. The team should use collaboration and working results to adapt the plan toward customer value, so decisions respond to evidence without abandoning necessary documentation or planning.

A. Responding to change means using evidence to adjust.

B. Agile values still allow useful plans and records.

QUESTION 1035 Agile | Task 2 | Moderate | Single answer

During a public transport modernization, two specialists will be unavailable and the proposed Sprint Backlog exceeds realistic capacity. What should the team do next?

A. use actual availability to select work that still supports one coherent Sprint Goal

B. keep every proposed item and rely on unavailable specialists to catch up

C. select work only by filling points, even if it supports no coherent goal

D. remove the Sprint Goal while retaining the overloaded Sprint Backlog

Correct answer: A

Why: Sprint planning considers the Product Backlog, Sprint Goal, team capacity and Definition of Done. The team should use actual availability to select work that still supports one coherent Sprint Goal, so the team makes a realistic forecast and retains a meaningful purpose for the Sprint.

B. The forecast must use actual capacity.

C. A Sprint Goal gives selected work a shared purpose.

D. This leaves both overcommitment and lack of focus.

QUESTION 1036 Agile | Task 2 | Moderate | Single answer

On an offshore facilities upgrade, the team decides to use actual availability to select work that still supports one coherent Sprint Goal. Which result would best demonstrate that the decision achieved its purpose?

A. the team makes a realistic forecast and retains a meaningful purpose for the Sprint

B. the Sprint Backlog assumes specialists who are unavailable

C. the team has enough points selected but cannot state the Sprint's purpose

D. a clear goal exists but selected work exceeds what the team can finish

Correct answer: A

Why: Sprint planning considers the Product Backlog, Sprint Goal, team capacity and Definition of Done. The team should use actual availability to select work that still supports one coherent Sprint Goal, so the team makes a realistic forecast and retains a meaningful purpose for the Sprint.

B. A realistic forecast accounts for capacity.

C. A coherent Sprint Goal is still needed.

D. Goal clarity does not fix an unrealistic forecast.

QUESTION 1037 Agile | Task 2 | Moderate | Multiple response

A practitioner must explain Sprint Goal and Capacity to a colleague. Which two points should be included? Select two.

A. A suitable response is to keep every proposed item and rely on unavailable specialists to catch up.

B. Sprint planning considers the Product Backlog, Sprint Goal, team capacity and Definition of Done.

C. A suitable response is to use actual availability to select work that still supports one coherent Sprint Goal.

D. A suitable response is to select work only by filling points, even if it supports no coherent goal.

Correct answer: B, C

Why: Sprint planning considers the Product Backlog, Sprint Goal, team capacity and Definition of Done. The team should use actual availability to select work that still supports one coherent Sprint Goal, so the team makes a realistic forecast and retains a meaningful purpose for the Sprint.

A. The forecast must use actual capacity.

D. A Sprint Goal gives selected work a shared purpose.

QUESTION 1038 Agile | Task 2 | Moderate | Single answer

During a logistics platform launch, a stable team has completed 31, 28, 30 and 29 points in its last four Sprints. What should the team do next?

A. use the recent average as a team-specific planning aid, not as a performance target

B. use the highest past Sprint as a mandatory target for every future Sprint

C. compare this team's point total with another team's as a productivity ranking

D. ignore the recent completion history and forecast from the initial wish list

Correct answer: A

Why: Velocity supports forecasting for the same stable team and should not be used to compare teams. The team should use the recent average as a team-specific planning aid, not as a performance target, so future planning is empirically informed without encouraging point inflation.

B. Velocity is an empirical planning aid, not a quota.

C. Story points are team-specific.

D. Stable recent throughput can inform planning.

QUESTION 1039 Agile | Task 2 | Moderate | Single answer

On an airport operations project, the team decides to use the recent average as a team-specific planning aid, not as a performance target. Which result would best demonstrate that the decision achieved its purpose?

A. point estimates rise while completed value stays flat

B. the forecast uses another team's points rather than this team's history

C. future planning is empirically informed without encouraging point inflation

D. the same plan is repeated despite evidence of a different completion rate

Correct answer: C

Why: Velocity supports forecasting for the same stable team and should not be used to compare teams. The team should use the recent average as a team-specific planning aid, not as a performance target, so future planning is empirically informed without encouraging point inflation.

A. A quota can encourage point inflation.

B. Velocity is local to the estimating team.

D. Empirical history should inform the next forecast.

QUESTION 1040 Agile | Task 2 | Easy | Multiple response

When applying Velocity Forecasting, which two statements provide sound guidance? Select two.

A. A suitable response is to use the highest past Sprint as a mandatory target for every future Sprint.

B. A suitable response is to use the recent average as a team-specific planning aid, not as a performance target.

C. Velocity supports forecasting for the same stable team and should not be used to compare teams.

D. A suitable response is to compare this team's point total with another team's as a productivity ranking.

Correct answer: B, C

Why: Velocity supports forecasting for the same stable team and should not be used to compare teams. The team should use the recent average as a team-specific planning aid, not as a performance target, so future planning is empirically informed without encouraging point inflation.

A. Velocity is an empirical planning aid, not a quota.

D. Story points are team-specific.

QUESTION 1041 Agile | Task 3 | Moderate | Single answer

During an offshore facilities upgrade, stakeholders are confusing the ordered product work with the Developers' current Sprint plan. What should the team do next?

A. put all future ideas into the current Sprint Backlog

B. move the Developers' daily plan into the Product Backlog and have stakeholders assign tasks

C. freeze the Product Backlog until the Sprint ends even when new needs emerge

D. keep future product needs in the Product Backlog and selected current work in the Sprint Backlog

Correct answer: D

Why: The Product Backlog is the ordered product work; the Sprint Backlog is the Developers' plan for the current Sprint. The team should keep future product needs in the Product Backlog and selected current work in the Sprint Backlog, so ownership and time horizon of the two artifacts remain clear.

A. The Sprint Backlog holds selected current work.

B. Developers manage the Sprint plan.

C. The Product Backlog can be refined as learning occurs.

QUESTION 1042 Agile | Task 3 | Moderate | Single answer

On a pharmaceutical compliance initiative, the team decides to keep future product needs in the Product Backlog and selected current work in the Sprint Backlog. Which result would best demonstrate that the decision achieved its purpose?

A. future possibilities and current commitments are mixed in one undifferentiated list

B. ownership and time horizon of the two artifacts remain clear

C. stakeholders dictate daily Sprint tasks while the Product Backlog has no clear ordering

D. a Sprint plan exists, but emerging product needs have nowhere to be ordered

Correct answer: B

Why: The Product Backlog is the ordered product work; the Sprint Backlog is the Developers' plan for the current Sprint. The team should keep future product needs in the Product Backlog and selected current work in the Sprint Backlog, so ownership and time horizon of the two artifacts remain clear.

A. The two backlogs have different time horizons.

C. Ownership of product order and Sprint execution differs.

D. Future needs belong in the Product Backlog.

QUESTION 1043 Agile | Task 3 | Moderate | Multiple response

A Scrum team is clarifying where future product needs and the Developers' current-Sprint plan belong. Which two statements distinguish the Product Backlog from the Sprint Backlog? Select two.

A. A suitable response is to keep future product needs in the Product Backlog and selected current work in the Sprint Backlog.

B. A suitable response is to put all future ideas into the current Sprint Backlog.

C. The Product Backlog is the ordered product work; the Sprint Backlog is the Developers' plan for the current Sprint.

D. A suitable response is to move the Developers' daily plan into the Product Backlog and have stakeholders assign tasks.

Correct answer: A, C

Why: The Product Backlog is the ordered product work; the Sprint Backlog is the Developers' plan for the current Sprint. The team should keep future product needs in the Product Backlog and selected current work in the Sprint Backlog, so ownership and time horizon of the two artifacts remain clear.

B. The Sprint Backlog holds selected current work.

D. Developers manage the Sprint plan.

QUESTION 1044 Agile | Task 3 | Moderate | Single answer

During an airport operations project, leaders need to separate changing release scope from progress while the team also needs to see workflow queues. What should the team do next?

A. use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow

B. use a burnup chart alone to diagnose queues in each workflow state

C. use cumulative flow alone to separate completed release work from changing total scope

D. treat an expanding workflow queue as proof that release scope has grown

Correct answer: A

Why: Burnup exposes completed and total scope; cumulative flow shows work accumulating across workflow states. The team should use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow, so scope growth and workflow bottlenecks are visible through the correct separate artifacts.

B. Cumulative flow shows work-state accumulation.

C. Burnup shows completed work against total scope.

D. Flow bottlenecks and scope growth are different signals.

QUESTION 1045 Agile | Task 3 | Difficult | Single answer

On a factory automation effort, the team decides to use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow. Which result would best demonstrate that the decision achieved its purpose?

A. release progress is visible, but growing workflow queues remain hidden

B. scope growth and workflow bottlenecks are visible through the correct separate artifacts

C. queues are visible, but the effect of added release scope cannot be separated

D. both charts are produced but interpreted as the same measure

Correct answer: B

Why: Burnup exposes completed and total scope; cumulative flow shows work accumulating across workflow states. The team should use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow, so scope growth and workflow bottlenecks are visible through the correct separate artifacts.

A. A burnup chart does not replace flow-state analysis.

C. Cumulative flow does not replace a scope-aware burnup.

D. They answer different progress and flow questions.

QUESTION 1046 Agile | Task 3 | Moderate | Multiple response

Which two entries belong in a correct reference note for Burnup vs Cumulative Flow? Select two.

A. Burnup exposes completed and total scope; cumulative flow shows work accumulating across workflow states.

B. A suitable response is to use a burnup chart alone to diagnose queues in each workflow state.

C. A suitable response is to use cumulative flow alone to separate completed release work from changing total scope.

D. A suitable response is to use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow.

Correct answer: A, D

Why: Burnup exposes completed and total scope; cumulative flow shows work accumulating across workflow states. The team should use a burnup chart for completed versus total scope and a cumulative flow diagram for work-state flow, so scope growth and workflow bottlenecks are visible through the correct separate artifacts.

B. Cumulative flow shows work-state accumulation.

C. Burnup shows completed work against total scope.

QUESTION 1047 Agile | Task 4 | Moderate | Single answer

During a pharmaceutical compliance initiative, priority decisions, team effectiveness and creation of a usable Increment are being assigned to the wrong people. What should the team do next?

A. clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment

B. ask the Scrum Master to set product priority and assign Developers' tasks

C. give the Product Owner responsibility for building the Increment alone

D. make a manager the sole owner of all three Scrum accountabilities

Correct answer: A

Why: Scrum separates Product Owner, Scrum Master and Developer accountabilities while keeping collaboration essential. The team should clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment, so decisions sit with the correct accountabilities without a command-and-control handoff.

B. Product order belongs to the Product Owner; Developers plan their work.

C. Developers are accountable for creating a usable Increment.

D. Scrum separates value, effectiveness and delivery accountabilities.

QUESTION 1048 Agile | Task 4 | Moderate | Single answer

On a water utility expansion, the team decides to clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment. Which result would best demonstrate that the decision achieved its purpose?

A. the Scrum Master orders value while Developers wait for task assignments

B. decisions sit with the correct accountabilities without a command-and-control handoff

C. the Product Owner defines both priority and the technical execution plan

D. no one is accountable for improving Scrum effectiveness

Correct answer: B

Why: Scrum separates Product Owner, Scrum Master and Developer accountabilities while keeping collaboration essential. The team should clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment, so decisions sit with the correct accountabilities without a command-and-control handoff.

A. Those responsibilities belong elsewhere in Scrum.

C. Developers manage how to deliver the Increment.

D. The Scrum Master supports team and organizational effectiveness.

QUESTION 1049 Agile | Task 4 | Moderate | Multiple response

A practitioner must explain Scrum Accountabilities to a colleague. Which two points should be included? Select two.

A. A suitable response is to clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment.

B. A suitable response is to ask the Scrum Master to set product priority and assign Developers' tasks.

C. Scrum separates Product Owner, Scrum Master and Developer accountabilities while keeping collaboration essential.

D. A suitable response is to give the Product Owner responsibility for building the Increment alone.

Correct answer: A, C

Why: Scrum separates Product Owner, Scrum Master and Developer accountabilities while keeping collaboration essential. The team should clarify that the Product Owner orders value, the Scrum Master enables Scrum and Developers build the Increment, so decisions sit with the correct accountabilities without a command-and-control handoff.

B. Product order belongs to the Product Owner; Developers plan their work.

D. Developers are accountable for creating a usable Increment.

QUESTION 1050 Agile | Task 4 | Easy | Single answer

During a factory automation effort, one team needs smoother flow through queued support work while another needs stronger engineering quality practices. What should the team do next?

A. apply WIP limits to the quality problem and pair programming to queue management

B. use only a new Sprint cadence for both teams without examining flow or engineering defects

C. increase simultaneous work on the support queue and defer engineering tests

D. apply Kanban flow and WIP limits to the first team and XP engineering practices to the second

Correct answer: D

Why: Kanban emphasizes flow and WIP limits; XP emphasizes engineering practices such as continuous integration and pair work. The team should apply Kanban flow and WIP limits to the first team and XP engineering practices to the second, so each team uses practices suited to its actual constraint.

A. The practices are reversed relative to the stated constraints.

B. Cadence alone does not address the two needs.

C. That worsens flow and quality.

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QUESTION 1051 Agile | Task 4 | Moderate | Single answer

On a hospital scheduling replacement, the team decides to apply Kanban flow and WIP limits to the first team and XP engineering practices to the second. Which result would best demonstrate that the decision achieved its purpose?

A. support work still piles up while engineering defects continue

B. the support queue improves, but engineering quality remains unchanged

C. engineering quality improves, but support work remains overloaded

D. each team uses practices suited to its actual constraint

Correct answer: D

Why: Kanban emphasizes flow and WIP limits; XP emphasizes engineering practices such as continuous integration and pair work. The team should apply Kanban flow and WIP limits to the first team and XP engineering practices to the second, so each team uses practices suited to its actual constraint.

A. Neither team's constraint has been addressed.

B. The second team still needs quality practices.

C. The first team still needs flow controls.

QUESTION 1052 Agile | Task 4 | Moderate | Multiple response

When applying Kanban and XP, which two statements provide sound guidance? Select two.

A. A suitable response is to apply WIP limits to the quality problem and pair programming to queue management.

B. A suitable response is to use only a new Sprint cadence for both teams without examining flow or engineering defects.

C. Kanban emphasizes flow and WIP limits; XP emphasizes engineering practices such as continuous integration and pair work.

D. A suitable response is to apply Kanban flow and WIP limits to the first team and XP engineering practices to the second.

Correct answer: C, D

Why: Kanban emphasizes flow and WIP limits; XP emphasizes engineering practices such as continuous integration and pair work. The team should apply Kanban flow and WIP limits to the first team and XP engineering practices to the second, so each team uses practices suited to its actual constraint.

A. The practices are reversed relative to the stated constraints.

B. Cadence alone does not address the two needs.

QUESTION 1053 Agile | Task 5 | Moderate | Single answer

During a water utility expansion, stakeholders agree that several items are valuable but disagree about urgency and economic impact. What should the team do next?

A. order items only by the loudest stakeholder's preference

B. treat all valuable items as equally urgent and retain their current order

C. rank only by development effort without considering cost of delay

D. apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog

Correct answer: D

Why: Adaptive prioritization is continuous and should reflect value, risk, dependencies and learning. The team should apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog, so the Product Owner can explain ordering decisions using visible evidence.

A. Transparent value and urgency criteria are needed.

B. Different economic impacts warrant comparison.

C. Small effort alone does not establish priority.

QUESTION 1054 Agile | Task 5 | Moderate | Single answer

On a retail analytics rollout, the team decides to apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog. Which result would best demonstrate that the decision achieved its purpose?

A. the Product Owner can explain ordering decisions using visible evidence

B. the Product Owner can state the order but not the evidence behind it

C. urgent high-value work waits behind lower-value items by default

D. stakeholders still disagree because no shared criteria were applied

Correct answer: A

Why: Adaptive prioritization is continuous and should reflect value, risk, dependencies and learning. The team should apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog, so the Product Owner can explain ordering decisions using visible evidence.

B. Transparent criteria should explain priority.

C. Ordering should reflect economic impact.

D. A visible decision basis helps resolve disagreement.

QUESTION 1055 Agile | Task 5 | Moderate | Multiple response

A peer review flags two accurate statements about Backlog Prioritization. Which two are they? Select two.

A. A suitable response is to order items only by the loudest stakeholder's preference.

B. Adaptive prioritization is continuous and should reflect value, risk, dependencies and learning.

C. A suitable response is to apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog.

D. A suitable response is to treat all valuable items as equally urgent and retain their current order.

Correct answer: B, C

Why: Adaptive prioritization is continuous and should reflect value, risk, dependencies and learning. The team should apply transparent criteria such as value, risk, dependencies and cost of delay before ordering the backlog, so the Product Owner can explain ordering decisions using visible evidence.

A. Transparent value and urgency criteria are needed.

D. Different economic impacts warrant comparison.

QUESTION 1056 Agile | Task 5 | Difficult | Single answer

During a hospital scheduling replacement, stakeholders need to inspect the Increment while the team needs a separate forum to improve how it works. What should the team do next?

A. use the Sprint Review for product feedback and the Sprint Retrospective for process improvement

B. use the Sprint Review only for internal team process complaints

C. use the Retrospective to request product acceptance while omitting team improvement

D. combine both into a status presentation with no inspection or adaptation

Correct answer: A

Why: The Sprint Review inspects product outcomes; the Retrospective improves quality and team effectiveness. The team should use the Sprint Review for product feedback and the Sprint Retrospective for process improvement, so product adaptation and team improvement each occur in the correct feedback loop.

B. The Review inspects the product with stakeholders.

C. The Retrospective focuses on improving the team's work.

D. Both events need actionable feedback.

QUESTION 1057 Agile | Task 5 | Moderate | Single answer

On a digital banking release, the team decides to use the Sprint Review for product feedback and the Sprint Retrospective for process improvement. Which result would best demonstrate that the decision achieved its purpose?

A. product adaptation and team improvement each occur in the correct feedback loop

B. stakeholders see status slides but cannot inspect the Increment

C. product feedback is collected, but the team never adjusts its way of working

D. the team improves its process, but product direction receives no stakeholder input

Correct answer: A

Why: The Sprint Review inspects product outcomes; the Retrospective improves quality and team effectiveness. The team should use the Sprint Review for product feedback and the Sprint Retrospective for process improvement, so product adaptation and team improvement each occur in the correct feedback loop.

B. The Sprint Review should provide product feedback.

C. The Retrospective provides a separate improvement loop.

D. The Review is needed for product adaptation.

QUESTION 1058 Agile | Task 5 | Moderate | Multiple response

Which two entries belong in a correct reference note for Inspect and Adapt Events? Select two.

A. A suitable response is to use the Sprint Review only for internal team process complaints.

B. A suitable response is to use the Retrospective to request product acceptance while omitting team improvement.

C. A suitable response is to use the Sprint Review for product feedback and the Sprint Retrospective for process improvement.

D. The Sprint Review inspects product outcomes; the Retrospective improves quality and team effectiveness.

Correct answer: C, D

Why: The Sprint Review inspects product outcomes; the Retrospective improves quality and team effectiveness. The team should use the Sprint Review for product feedback and the Sprint Retrospective for process improvement, so product adaptation and team improvement each occur in the correct feedback loop.

A. The Review inspects the product with stakeholders.

B. The Retrospective focuses on improving the team's work.

QUESTION 1059 Business Analysis | Task 1 | Moderate | Single answer

During a retail analytics rollout, business language, stakeholder needs and technical delivery details are no longer aligned. What should the team do next?

A. have developers choose the business outcome from technical constraints alone

B. document each stakeholder's words separately without resolving conflicting meanings

C. approve the solution on business language alone without checking testability or feasibility

D. facilitate shared understanding and trace solution requirements back to the business need

Correct answer: D

Why: Business analysis enables change by defining needs and recommending solutions that deliver value. The team should facilitate shared understanding and trace solution requirements back to the business need, so the proposed solution remains feasible, testable and connected to stakeholder value.

A. Stakeholder needs must stay connected to solution choices.

B. The analyst should establish shared understanding.

C. Requirements must connect value with deliverable detail.

QUESTION 1060 Business Analysis | Task 1 | Easy | Single answer

On an insurance claims product, the team decides to facilitate shared understanding and trace solution requirements back to the business need. Which result would best demonstrate that the decision achieved its purpose?

A. the solution is technically complete but cannot be traced to a business need

B. stakeholders agree on words but tests cannot determine whether needs are met

C. teams implement different interpretations of the same requirement

D. the proposed solution remains feasible, testable and connected to stakeholder value

Correct answer: D

Why: Business analysis enables change by defining needs and recommending solutions that deliver value. The team should facilitate shared understanding and trace solution requirements back to the business need, so the proposed solution remains feasible, testable and connected to stakeholder value.

A. Delivery detail must remain connected to value.

B. Shared meaning needs testable requirements.

C. Alignment is a core analysis outcome.

QUESTION 1061 Business Analysis | Task 1 | Moderate | Multiple response

A practitioner must explain Business Analyst Role to a colleague. Which two points should be included? Select two.

A. Business analysis enables change by defining needs and recommending solutions that deliver value.

B. A suitable response is to have developers choose the business outcome from technical constraints alone.

C. A suitable response is to facilitate shared understanding and trace solution requirements back to the business need.

D. A suitable response is to document each stakeholder's words separately without resolving conflicting meanings.

Correct answer: A, C

Why: Business analysis enables change by defining needs and recommending solutions that deliver value. The team should facilitate shared understanding and trace solution requirements back to the business need, so the proposed solution remains feasible, testable and connected to stakeholder value.

B. Stakeholder needs must stay connected to solution choices.

D. The analyst should establish shared understanding.

QUESTION 1062 Business Analysis | Task 1 | Moderate | Single answer

During a digital banking release, one decision concerns product value and backlog order while another concerns accountability for an operational process. What should the team do next?

A. assign product value decisions to the product owner and process accountability to the process owner

B. let the process owner set product backlog order without the product owner's input

C. ask the product owner to be accountable for an operational process outside the product

D. leave both decisions to a shared committee with no accountable owner

Correct answer: A

Why: Product ownership focuses on product value; process ownership is accountable for process performance and integrity. The team should assign product value decisions to the product owner and process accountability to the process owner, so each decision is made by the stakeholder who owns the relevant outcome.

B. Product value and backlog order belong with product ownership.

C. Process performance needs its own accountable owner.

D. Each decision needs clear ownership.

QUESTION 1063 Business Analysis | Task 1 | Moderate | Single answer

On a cybersecurity improvement, the team decides to assign product value decisions to the product owner and process accountability to the process owner. Which result would best demonstrate that the decision achieved its purpose?

A. each decision is made by the stakeholder who owns the relevant outcome

B. backlog order changes without an accountable product-value decision maker

C. the operational process drifts because no one owns its performance

D. both owners approve everything and decisions wait for joint sign-off

Correct answer: A

Why: Product ownership focuses on product value; process ownership is accountable for process performance and integrity. The team should assign product value decisions to the product owner and process accountability to the process owner, so each decision is made by the stakeholder who owns the relevant outcome.

B. Product priority needs clear ownership.

C. A process owner is accountable for process outcomes.

D. Clear boundaries should speed the appropriate decisions.

QUESTION 1064 Business Analysis | Task 1 | Moderate | Multiple response

When applying Product and Process Ownership, which two statements provide sound guidance? Select two.

A. A suitable response is to let the process owner set product backlog order without the product owner's input.

B. A suitable response is to assign product value decisions to the product owner and process accountability to the process owner.

C. A suitable response is to ask the product owner to be accountable for an operational process outside the product.

D. Product ownership focuses on product value; process ownership is accountable for process performance and integrity.

Correct answer: B, D

Why: Product ownership focuses on product value; process ownership is accountable for process performance and integrity. The team should assign product value decisions to the product owner and process accountability to the process owner, so each decision is made by the stakeholder who owns the relevant outcome.

A. Product value and backlog order belong with product ownership.

C. Process performance needs its own accountable owner.

QUESTION 1065 Business Analysis | Task 2 | Moderate | Single answer

During an insurance claims product, a sensitive disagreement requires immediate clarification among a small number of influential stakeholders. What should the team do next?

A. send a one-way status email and assume the sensitive disagreement is resolved

B. use an interactive conversation and confirm decisions in an accessible written record

C. hold a live conversation but leave the agreed decision undocumented

D. post the disagreement to a broad public channel and wait for comments

Correct answer: B

Why: Interactive communication supports rapid feedback; durable records preserve the agreed meaning. The team should use an interactive conversation and confirm decisions in an accessible written record, so ambiguity is resolved quickly and the resulting agreement remains traceable.

A. The issue needs immediate two-way clarification.

C. The decision should remain traceable afterward.

D. A sensitive issue calls for a focused audience and interaction.

QUESTION 1066 Business Analysis | Task 2 | Moderate | Single answer

On a telecommunications deployment, the team decides to use an interactive conversation and confirm decisions in an accessible written record. Which result would best demonstrate that the decision achieved its purpose?

A. participants talk live, but later remember different decisions

B. a written notice is filed while the underlying disagreement remains unclear

C. ambiguity is resolved quickly and the resulting agreement remains traceable

D. many observers receive the dispute, but the decision owners never align

Correct answer: C

Why: Interactive communication supports rapid feedback; durable records preserve the agreed meaning. The team should use an interactive conversation and confirm decisions in an accessible written record, so ambiguity is resolved quickly and the resulting agreement remains traceable.

A. Written confirmation preserves the agreement.

B. The channel must allow timely clarification.

D. Audience reach is not a substitute for interactive resolution.

QUESTION 1067 Business Analysis | Task 2 | Difficult | Multiple response

A peer review flags two accurate statements about Communication Channel Selection. Which two are they? Select two.

A. Interactive communication supports rapid feedback; durable records preserve the agreed meaning.

B. A suitable response is to send a one-way status email and assume the sensitive disagreement is resolved.

C. A suitable response is to hold a live conversation but leave the agreed decision undocumented.

D. A suitable response is to use an interactive conversation and confirm decisions in an accessible written record.

Correct answer: A, D

Why: Interactive communication supports rapid feedback; durable records preserve the agreed meaning. The team should use an interactive conversation and confirm decisions in an accessible written record, so ambiguity is resolved quickly and the resulting agreement remains traceable.

B. The issue needs immediate two-way clarification.

C. The decision should remain traceable afterward.

QUESTION 1068 Business Analysis | Task 2 | Moderate | Single answer

During a cybersecurity improvement, a stakeholder rejects a requirement but gives emotional and incomplete reasons. What should the team do next?

A. defend the drafted requirement before checking what the stakeholder means

B. record the rejection verbatim and infer its cause without asking follow-up questions

C. paraphrase the concern, ask open questions and confirm the underlying need before proposing a response

D. ask only whether the stakeholder approves the current wording

Correct answer: C

Why: Active listening uses attention, questions and confirmation to establish shared meaning. The team should paraphrase the concern, ask open questions and confirm the underlying need before proposing a response, so the analyst addresses the actual concern rather than defending an assumption.

A. Premature rebuttal can miss the actual concern.

B. The analyst should verify the underlying need.

D. A yes-or-no prompt does not uncover incomplete reasons.

QUESTION 1069 Business Analysis | Task 2 | Moderate | Single answer

On a municipal permit service, the team decides to paraphrase the concern, ask open questions and confirm the underlying need before proposing a response. Which result would best demonstrate that the decision achieved its purpose?

A. the requirement is rewritten, but the stakeholder says the real concern was different

B. the analyst records a rejection without understanding its cause

C. the analyst addresses the actual concern rather than defending an assumption

D. the stakeholder becomes quieter while the analyst argues for the original solution

Correct answer: C

Why: Active listening uses attention, questions and confirmation to establish shared meaning. The team should paraphrase the concern, ask open questions and confirm the underlying need before proposing a response, so the analyst addresses the actual concern rather than defending an assumption.

A. The underlying need was not confirmed.

B. Listening should turn vague concern into usable information.

D. Active listening requires exploration before defense.

QUESTION 1070 Business Analysis | Task 2 | Easy | Multiple response

Which two entries belong in a correct reference note for Active Listening? Select two.

A. A suitable response is to defend the drafted requirement before checking what the stakeholder means.

B. A suitable response is to paraphrase the concern, ask open questions and confirm the underlying need before proposing a response.

C. Active listening uses attention, questions and confirmation to establish shared meaning.

D. A suitable response is to record the rejection verbatim and infer its cause without asking follow-up questions.

Correct answer: B, C

Why: Active listening uses attention, questions and confirmation to establish shared meaning. The team should paraphrase the concern, ask open questions and confirm the underlying need before proposing a response, so the analyst addresses the actual concern rather than defending an assumption.

A. Premature rebuttal can miss the actual concern.

D. The analyst should verify the underlying need.

QUESTION 1071 Business Analysis | Task 3 | Moderate | Single answer

During a telecommunications deployment, one team needs a concise value-focused backlog item while another needs normal and alternate actor-system flows. What should the team do next?

A. use a one-line story as the sole specification for all alternate interaction flows

B. use a user story for the concise need and a use case for detailed interaction flows

C. write a full use case for every early backlog idea before deciding its value

D. treat the story's value statement and the use case's flow steps as interchangeable

Correct answer: B

Why: A user story expresses user value concisely; a use case describes actor-system interactions and alternate paths. The team should use a user story for the concise need and a use case for detailed interaction flows, so each requirement is expressed at the level of detail needed for its purpose.

A. Detailed flows need a use case or equivalent elaboration.

C. A concise user story can capture an early value need.

D. They serve different levels of detail.

QUESTION 1072 Business Analysis | Task 3 | Moderate | Single answer

On a university enrollment redesign, the team decides to use a user story for the concise need and a use case for detailed interaction flows. Which result would best demonstrate that the decision achieved its purpose?

A. the concise backlog item exists, but exceptional actor-system flows are missing

B. every early idea requires complete flows before the backlog can be ordered

C. each requirement is expressed at the level of detail needed for its purpose

D. detailed flows exist, but the intended user value is obscured

Correct answer: C

Why: A user story expresses user value concisely; a use case describes actor-system interactions and alternate paths. The team should use a user story for the concise need and a use case for detailed interaction flows, so each requirement is expressed at the level of detail needed for its purpose.

A. The detailed interaction need remains unmet.

B. That burdens initial value discussions.

D. The story should preserve the concise value focus.

QUESTION 1073 Business Analysis | Task 3 | Moderate | Multiple response

A practitioner must explain User Story vs Use Case to a colleague. Which two points should be included? Select two.

A. A suitable response is to use a one-line story as the sole specification for all alternate interaction flows.

B. A suitable response is to use a user story for the concise need and a use case for detailed interaction flows.

C. A suitable response is to write a full use case for every early backlog idea before deciding its value.

D. A user story expresses user value concisely; a use case describes actor-system interactions and alternate paths.

Correct answer: B, D

Why: A user story expresses user value concisely; a use case describes actor-system interactions and alternate paths. The team should use a user story for the concise need and a use case for detailed interaction flows, so each requirement is expressed at the level of detail needed for its purpose.

A. Detailed flows need a use case or equivalent elaboration.

C. A concise user story can capture an early value need.

QUESTION 1074 Business Analysis | Task 3 | Moderate | Single answer

During a municipal permit service, the analyst needs candid depth from experts, broad input from many users and consensus across conflicting groups. What should the team do next?

A. use only a survey for expert depth, user scale and group agreement

B. interview every user individually before allowing conflicting groups to meet

C. use interviews for depth, surveys for scale and a facilitated workshop for agreement

D. run a large workshop as the only method and assume quiet experts will provide depth

Correct answer: C

Why: Elicitation techniques should be selected for audience, depth, scale, sensitivity and collaboration needs. The team should use interviews for depth, surveys for scale and a facilitated workshop for agreement, so evidence is collected efficiently with methods matched to the information need.

A. One survey cannot reliably provide all three kinds of evidence.

B. Interviews alone are inefficient for broad reach and consensus.

D. Depth, scale and agreement call for different methods.

QUESTION 1075 Business Analysis | Task 3 | Moderate | Single answer

On a renewable-energy program, the team decides to use interviews for depth, surveys for scale and a facilitated workshop for agreement. Which result would best demonstrate that the decision achieved its purpose?

A. evidence is collected efficiently with methods matched to the information need

B. many users respond, but the expert rationale and cross-group agreement remain missing

C. expert details are clear, but broad user patterns have not been sampled

D. a workshop produces agreement, but no evidence tests whether it represents many users

Correct answer: A

Why: Elicitation techniques should be selected for audience, depth, scale, sensitivity and collaboration needs. The team should use interviews for depth, surveys for scale and a facilitated workshop for agreement, so evidence is collected efficiently with methods matched to the information need.

B. Survey scale alone does not meet every information need.

C. Depth without reach leaves a gap.

D. Consensus does not replace broad input.

QUESTION 1076 Business Analysis | Task 3 | Moderate | Multiple response

When applying Elicitation Method Selection, which two statements provide sound guidance? Select two.

A. A suitable response is to use only a survey for expert depth, user scale and group agreement.

B. A suitable response is to interview every user individually before allowing conflicting groups to meet.

C. Elicitation techniques should be selected for audience, depth, scale, sensitivity and collaboration needs.

D. A suitable response is to use interviews for depth, surveys for scale and a facilitated workshop for agreement.

Correct answer: C, D

Why: Elicitation techniques should be selected for audience, depth, scale, sensitivity and collaboration needs. The team should use interviews for depth, surveys for scale and a facilitated workshop for agreement, so evidence is collected efficiently with methods matched to the information need.

A. One survey cannot reliably provide all three kinds of evidence.

B. Interviews alone are inefficient for broad reach and consensus.

QUESTION 1077 Business Analysis | Task 3 | Moderate | Single answer

During a university enrollment redesign, users cannot describe the information layout they need but can react to concrete examples. What should the team do next?

A. write a detailed specification from guesses before users see a layout

B. build the full production interface before testing the proposed information arrangement

C. show an example once without recording what users can or cannot do

D. create a low-cost prototype and use structured feedback to refine the requirements

Correct answer: D

Why: A prototype makes an idea tangible so stakeholders can discover and validate requirements. The team should create a low-cost prototype and use structured feedback to refine the requirements, so hidden usability and information needs emerge before expensive development.

A. Concrete feedback can reveal needs that users cannot yet describe.

B. A low-cost prototype reduces rework before commitment.

C. Structured observation turns the prototype into usable evidence.

QUESTION 1078 Business Analysis | Task 3 | Difficult | Single answer

On a public transport modernization, the team decides to create a low-cost prototype and use structured feedback to refine the requirements. Which result would best demonstrate that the decision achieved its purpose?

A. the layout is implemented, then users reveal basic navigation problems

B. users say the mockup looks good, but no one tests the actual tasks

C. several mockups are produced without changes to the requirements

D. hidden usability and information needs emerge before expensive development

Correct answer: D

Why: A prototype makes an idea tangible so stakeholders can discover and validate requirements. The team should create a low-cost prototype and use structured feedback to refine the requirements, so hidden usability and information needs emerge before expensive development.

A. The learning arrived too late.

B. Preference alone may miss usability needs.

C. Prototype feedback should refine the need.

QUESTION 1079 Business Analysis | Task 3 | Moderate | Multiple response

A peer review flags two accurate statements about Prototyping. Which two are they? Select two.

A. A suitable response is to create a low-cost prototype and use structured feedback to refine the requirements.

B. A suitable response is to write a detailed specification from guesses before users see a layout.

C. A suitable response is to build the full production interface before testing the proposed information arrangement.

D. A prototype makes an idea tangible so stakeholders can discover and validate requirements.

Correct answer: A, D

Why: A prototype makes an idea tangible so stakeholders can discover and validate requirements. The team should create a low-cost prototype and use structured feedback to refine the requirements, so hidden usability and information needs emerge before expensive development.

B. Concrete feedback can reveal needs that users cannot yet describe.

C. A low-cost prototype reduces rework before commitment.

QUESTION 1080 Business Analysis | Task 4 | Easy | Single answer

During a renewable-energy program, executives need strategic product direction while the delivery team needs ordered, actionable work. What should the team do next?

A. communicate themes and release direction on the roadmap and maintain detailed work in the backlog

B. put every delivery task and estimate on the executive roadmap

C. leave the team with only roadmap themes and no ordered actionable backlog

D. treat backlog item order as a fixed long-term roadmap commitment

Correct answer: A

Why: A roadmap communicates product direction over time; a backlog orders detailed work for delivery. The team should communicate themes and release direction on the roadmap and maintain detailed work in the backlog, so strategy and execution remain connected without turning the roadmap into a task list.

B. A roadmap communicates strategic direction at a higher level.

C. Delivery needs a refined backlog.

D. Detailed work order can change as learning emerges.

QUESTION 1081 Business Analysis | Task 4 | Moderate | Single answer

On a logistics platform launch, the team decides to communicate themes and release direction on the roadmap and maintain detailed work in the backlog. Which result would best demonstrate that the decision achieved its purpose?

A. executives receive a task list but cannot see strategic product direction

B. the strategy is clear, but the team lacks ordered work it can deliver

C. strategy and execution remain connected without turning the roadmap into a task list

D. a minor backlog reorder forces an executive roadmap revision

Correct answer: C

Why: A roadmap communicates product direction over time; a backlog orders detailed work for delivery. The team should communicate themes and release direction on the roadmap and maintain detailed work in the backlog, so strategy and execution remain connected without turning the roadmap into a task list.

A. A roadmap should convey themes and release intent.

B. The backlog connects direction to execution.

D. The artifacts operate at different levels of detail.

QUESTION 1082 Business Analysis | Task 4 | Moderate | Multiple response

Which two entries belong in a correct reference note for Roadmap vs Backlog? Select two.

A. A suitable response is to communicate themes and release direction on the roadmap and maintain detailed work in the backlog.

B. A suitable response is to put every delivery task and estimate on the executive roadmap.

C. A suitable response is to leave the team with only roadmap themes and no ordered actionable backlog.

D. A roadmap communicates product direction over time; a backlog orders detailed work for delivery.

Correct answer: A, D

Why: A roadmap communicates product direction over time; a backlog orders detailed work for delivery. The team should communicate themes and release direction on the roadmap and maintain detailed work in the backlog, so strategy and execution remain connected without turning the roadmap into a task list.

B. A roadmap communicates strategic direction at a higher level.

C. Delivery needs a refined backlog.

QUESTION 1083 Business Analysis | Task 4 | Moderate | Single answer

During a public transport modernization, a team must test a value hypothesis quickly while mandatory compliance capability cannot be deferred. What should the team do next?

A. release the value experiment while deferring mandatory compliance

B. build every proposed feature before testing the value hypothesis

C. place the minimum usable value test and mandatory compliance work in the earliest viable release

D. put compliance work in the first release but omit the minimum usable value test

Correct answer: C

Why: An MVP is the smallest usable offering that tests value; release allocation must also respect mandatory constraints. The team should place the minimum usable value test and mandatory compliance work in the earliest viable release, so real evidence is gained early without omitting non-negotiable obligations.

A. Non-negotiable obligations must be met in the viable release.

B. An MVP aims for early validated learning.

D. The release still needs evidence about the value hypothesis.

QUESTION 1084 Business Analysis | Task 4 | Moderate | Single answer

On an offshore facilities upgrade, the team decides to place the minimum usable value test and mandatory compliance work in the earliest viable release. Which result would best demonstrate that the decision achieved its purpose?

A. a quick experiment gathers feedback but violates a mandatory control

B. the team meets compliance but receives no early evidence of customer value

C. a broad release consumes the budget before the core assumption is tested

D. real evidence is gained early without omitting non-negotiable obligations

Correct answer: D

Why: An MVP is the smallest usable offering that tests value; release allocation must also respect mandatory constraints. The team should place the minimum usable value test and mandatory compliance work in the earliest viable release, so real evidence is gained early without omitting non-negotiable obligations.

A. Viability includes compliance.

B. The value hypothesis still needs testing.

C. The minimum viable scope should enable early learning.

QUESTION 1085 Business Analysis | Task 4 | Moderate | Multiple response

A practitioner must explain MVP and Release Allocation to a colleague. Which two points should be included? Select two.

A. A suitable response is to release the value experiment while deferring mandatory compliance.

B. A suitable response is to build every proposed feature before testing the value hypothesis.

C. A suitable response is to place the minimum usable value test and mandatory compliance work in the earliest viable release.

D. An MVP is the smallest usable offering that tests value; release allocation must also respect mandatory constraints.

Correct answer: C, D

Why: An MVP is the smallest usable offering that tests value; release allocation must also respect mandatory constraints. The team should place the minimum usable value test and mandatory compliance work in the earliest viable release, so real evidence is gained early without omitting non-negotiable obligations.

A. Non-negotiable obligations must be met in the viable release.

B. An MVP aims for early validated learning.

QUESTION 1086 Business Analysis | Task 5 | Moderate | Single answer

During a logistics platform launch, one project has baselined requirements and another discovers requirements through frequent increments. What should the team do next?

A. apply formal traceable change control to the predictive work and continuous refinement to the adaptive work

B. use a formal change board for every adaptive backlog refinement

C. change baselined predictive requirements informally after each demonstration

D. document requirements once at initiation for both projects and stop validating them

Correct answer: A

Why: The BA purpose is stable, but predictive and adaptive approaches change the cadence and formality of analysis. The team should apply formal traceable change control to the predictive work and continuous refinement to the adaptive work, so business analysis remains rigorous while its timing and artifacts fit each approach.

B. Adaptive work needs continuous refinement within its governance.

C. Predictive baselines need traceable control.

D. Both approaches need continuing analysis at suitable times.

QUESTION 1087 Business Analysis | Task 5 | Moderate | Single answer

On an airport operations project, the team decides to apply formal traceable change control to the predictive work and continuous refinement to the adaptive work. Which result would best demonstrate that the decision achieved its purpose?

A. adaptive discoveries wait for the next formal baseline cycle before any discussion

B. predictive requirements change without an impact trail

C. both projects produce identical artifacts despite different learning rhythms

D. business analysis remains rigorous while its timing and artifacts fit each approach

Correct answer: D

Why: The BA purpose is stable, but predictive and adaptive approaches change the cadence and formality of analysis. The team should apply formal traceable change control to the predictive work and continuous refinement to the adaptive work, so business analysis remains rigorous while its timing and artifacts fit each approach.

A. The approach should support timely learning.

B. Baselined work needs traceability and control.

C. Rigor should be tailored to the delivery approach.

QUESTION 1088 Business Analysis | Task 5 | Moderate | Multiple response

When applying BA by Delivery Approach, which two statements provide sound guidance? Select two.

A. The BA purpose is stable, but predictive and adaptive approaches change the cadence and formality of analysis.

B. A suitable response is to apply formal traceable change control to the predictive work and continuous refinement to the adaptive work.

C. A suitable response is to use a formal change board for every adaptive backlog refinement.

D. A suitable response is to change baselined predictive requirements informally after each demonstration.

Correct answer: A, B

Why: The BA purpose is stable, but predictive and adaptive approaches change the cadence and formality of analysis. The team should apply formal traceable change control to the predictive work and continuous refinement to the adaptive work, so business analysis remains rigorous while its timing and artifacts fit each approach.

C. Adaptive work needs continuous refinement within its governance.

D. Predictive baselines need traceable control.

QUESTION 1089 Business Analysis | Task 5 | Difficult | Single answer

During an offshore facilities upgrade, an adaptive team is producing exhaustive specifications that become obsolete before implementation. What should the team do next?

A. stop documenting acceptance criteria and dependencies to move faster

B. document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time

C. complete detailed specifications for all future work before the next increment

D. keep only meeting notes without deciding which rules affect the next release

Correct answer: B

Why: Just-enough documentation is sufficient for the decision and delivery need; it does not mean no documentation. The team should document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time, so documentation enables delivery and traceability without delaying useful feedback.

A. Near-term work still needs shared, testable information.

C. Far-future detail may become obsolete.

D. Useful documentation captures current decisions and constraints.

QUESTION 1090 Business Analysis | Task 5 | Easy | Single answer

On a pharmaceutical compliance initiative, the team decides to document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time. Which result would best demonstrate that the decision achieved its purpose?

A. work starts quickly, but no one agrees how it will be accepted

B. the specification is exhaustive, but it is outdated before implementation

C. rules are documented, but their relationship to near-term work is unclear

D. documentation enables delivery and traceability without delaying useful feedback

Correct answer: D

Why: Just-enough documentation is sufficient for the decision and delivery need; it does not mean no documentation. The team should document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time, so documentation enables delivery and traceability without delaying useful feedback.

A. Just-enough still includes acceptance information.

B. Excess early detail delays feedback and creates rework.

C. Documentation should support current delivery.

QUESTION 1091 Business Analysis | Task 5 | Moderate | Multiple response

A peer review flags two accurate statements about Just-Enough Documentation. Which two are they? Select two.

A. A suitable response is to stop documenting acceptance criteria and dependencies to move faster.

B. A suitable response is to complete detailed specifications for all future work before the next increment.

C. Just-enough documentation is sufficient for the decision and delivery need; it does not mean no documentation.

D. A suitable response is to document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time.

Correct answer: C, D

Why: Just-enough documentation is sufficient for the decision and delivery need; it does not mean no documentation. The team should document acceptance, rules and dependencies needed for near-term shared understanding, then elaborate later work in time, so documentation enables delivery and traceability without delaying useful feedback.

A. Near-term work still needs shared, testable information.

B. Far-future detail may become obsolete.

QUESTION 1092 Business Analysis | Task 6 | Moderate | Single answer

During an airport operations project, a requirement is clear and testable but stakeholders question whether it solves the real business problem. What should the team do next?

A. recognize that verification has passed and validate the requirement against the underlying need

B. repeat the clarity check and treat a well-written requirement as proof of business value

C. discard the requirement because stakeholders question its value, without investigating

D. test the implemented code only and skip asking whether the requirement itself is needed

Correct answer: A

Why: Verification checks requirement quality; validation checks alignment with stakeholder and business needs. The team should recognize that verification has passed and validate the requirement against the underlying need, so the team confirms both requirement quality and fitness for the intended purpose.

B. Verification does not establish that the right need is addressed.

C. Validation should test the link to the underlying need.

D. Solution testing does not replace requirements validation.

QUESTION 1093 Business Analysis | Task 6 | Moderate | Single answer

On a factory automation effort, the team decides to recognize that verification has passed and validate the requirement against the underlying need. Which result would best demonstrate that the decision achieved its purpose?

A. the requirement is unambiguous and testable but solves the wrong problem

B. stakeholders like the idea, but no one can test whether it is satisfied

C. the team confirms both requirement quality and fitness for the intended purpose

D. a feature passes its test while the original business outcome remains unmet

Correct answer: C

Why: Verification checks requirement quality; validation checks alignment with stakeholder and business needs. The team should recognize that verification has passed and validate the requirement against the underlying need, so the team confirms both requirement quality and fitness for the intended purpose.

A. Quality of wording alone is not fitness for need.

B. Validation should not erase verification quality.

D. Testing implementation alone does not prove need alignment.

QUESTION 1094 Business Analysis | Task 6 | Moderate | Multiple response

Which two entries belong in a correct reference note for Verification vs Validation? Select two.

A. A suitable response is to recognize that verification has passed and validate the requirement against the underlying need.

B. A suitable response is to repeat the clarity check and treat a well-written requirement as proof of business value.

C. A suitable response is to discard the requirement because stakeholders question its value, without investigating.

D. Verification checks requirement quality; validation checks alignment with stakeholder and business needs.

Correct answer: A, D

Why: Verification checks requirement quality; validation checks alignment with stakeholder and business needs. The team should recognize that verification has passed and validate the requirement against the underlying need, so the team confirms both requirement quality and fitness for the intended purpose.

B. Verification does not establish that the right need is addressed.

C. Validation should test the link to the underlying need.

QUESTION 1095 Business Analysis | Task 6 | Moderate | Single answer

During a pharmaceutical compliance initiative, a release contains implemented features but reviewers cannot link every approved requirement to evidence and acceptance status. What should the team do next?

A. approve release because features were implemented, without linking them to requirements

B. use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied

C. mark all requirements accepted before checking test evidence

D. review only the traceability links and ignore unmet acceptance conditions

Correct answer: B

Why: Traceability connects requirements to sources, solution elements, tests and status; acceptance confirms agreed conditions are met. The team should use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied, so the delivery decision is supported by end-to-end evidence rather than assertion.

A. Implementation alone does not show required coverage.

C. Acceptance needs evidence against agreed criteria.

D. Links expose coverage but do not replace satisfaction.

QUESTION 1096 Business Analysis | Task 6 | Moderate | Single answer

On a water utility expansion, the team decides to use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied. Which result would best demonstrate that the decision achieved its purpose?

A. the delivery decision is supported by end-to-end evidence rather than assertion

B. features exist but reviewers cannot establish which approved needs they satisfy

C. every requirement has a link, but failed criteria are marked accepted

D. acceptance is asserted in a summary with no verification trail

Correct answer: A

Why: Traceability connects requirements to sources, solution elements, tests and status; acceptance confirms agreed conditions are met. The team should use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied, so the delivery decision is supported by end-to-end evidence rather than assertion.

B. End-to-end links are still missing.

C. Traceability does not make failed work acceptable.

D. The decision should rest on visible evidence.

QUESTION 1097 Business Analysis | Task 6 | Moderate | Multiple response

A practitioner must explain Traceability and Acceptance to a colleague. Which two points should be included? Select two.

A. A suitable response is to approve release because features were implemented, without linking them to requirements.

B. A suitable response is to mark all requirements accepted before checking test evidence.

C. Traceability connects requirements to sources, solution elements, tests and status; acceptance confirms agreed conditions are met.

D. A suitable response is to use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied.

Correct answer: C, D

Why: Traceability connects requirements to sources, solution elements, tests and status; acceptance confirms agreed conditions are met. The team should use the traceability matrix to expose gaps and obtain acceptance only after required criteria are satisfied, so the delivery decision is supported by end-to-end evidence rather than assertion.

A. Implementation alone does not show required coverage.

B. Acceptance needs evidence against agreed criteria.

QUESTION 1098 Predictive | Task 1 | Moderate | Single answer

At the end of a feasibility phase, governance finds that the business justification no longer exists. What is the most appropriate gate decision?

A. Transfer all remaining work directly to operations

B. Authorize the next phase to protect sunk cost

C. End the initiative and complete phase closure

D. Freeze the issue until final project closure

Correct answer: C

Why: A phase gate can authorize continuation, require rework, pause, or terminate the initiative. Sunk cost does not justify work that no longer has a valid business basis.

A. Operations should receive an accepted product or service, not unfinished work whose justification has failed. A phase gate can authorize continuation, require rework, pause, or terminate the initiative. Sunk cost does not justify work that no longer has a valid business basis.

B. Past spending is sunk and does not restore the missing business justification. A phase gate can authorize continuation, require rework, pause, or terminate the initiative. Sunk cost does not justify work that no longer has a valid business basis.

D. The gate exists to make a timely continuation, rework, pause or termination decision. A phase gate can authorize continuation, require rework, pause, or terminate the initiative. Sunk cost does not justify work that no longer has a valid business basis.

QUESTION 1099 Business Analysis | Task 1 | Moderate | Single answer

A department requests a new dashboard, but the analyst has not established what decision problem the dashboard should solve. What should the analyst do first?

A. Place the request directly on the product roadmap

B. Assess the underlying need and current-state gap

C. Ask developers to estimate the dashboard

D. Write detailed interface requirements

Correct answer: B

Why: Business analysis begins with the need and desired outcome. Jumping to a requested solution can optimize the wrong problem.

A. A roadmap commitment is premature before need, value and solution options are assessed. Business analysis begins with the need and desired outcome. Jumping to a requested solution can optimize the wrong problem.

C. Estimating an unvalidated solution does not establish whether it addresses the business problem. Business analysis begins with the need and desired outcome. Jumping to a requested solution can optimize the wrong problem.

D. Interface detail commits to the requested solution before the underlying need is understood. Business analysis begins with the need and desired outcome. Jumping to a requested solution can optimize the wrong problem.

QUESTION 1100 Business Analysis | Task 2 | Moderate | Single answer

Remote service agents receive a prototype link, but only their supervisor replies, 'It looks fine.' The analyst needs reliable evidence that the agents understand and can use the proposed workflow. What should the analyst do next?

A. Treat the supervisor's reply as formal validation from every agent.

B. Send the same link again without changing the channel or requesting a specific response.

C. Wait until deployment and use production defects as the first source of feedback.

D. Run a facilitated walkthrough with representative agents, observe task completion, and record questions and misunderstandings.

Correct answer: D

Why: Effective BA communication includes feedback that confirms meaning and supports the audience's decision or work; transmission alone is not proof of understanding.

A. One brief response is not evidence of shared understanding or usability.

B. Repeating one-way communication does not close the feedback gap.

C. Validation should reduce misunderstanding before release.

D. This creates two-way feedback and direct evidence from the intended users.

Questions 1101-1150

QUESTION 1101 Fundamentals | Task 1 | Moderate | Single answer

Halfway through a community-services project, the sponsor withdraws authorization because the expected benefit is no longer achievable. What should the project manager do next?

A. Continue until every planned deliverable is complete

B. Begin the authorized project-closure process and document the reason for termination

C. Transfer ownership to the highest-performing team member

D. Remove the sponsor from the stakeholder register and continue

Correct answer: B

Why: A project that is terminated early still requires formal closure so obligations, records, lessons, resources and the termination decision are handled properly.

A. Work should not continue without authorization.

B. Early termination triggers controlled closure, not abandonment.

C. A team member cannot restore withdrawn authorization.

D. Removing the sponsor does not authorize continued work.

QUESTION 1102 Fundamentals | Task 2 | Moderate | Single answer

A transformation project needs clear escalation paths, decision rights, oversight and approval thresholds. What should establish this structure?

A. Project governance

B. The activity list

C. The product backlog

D. The issue log

Correct answer: A

Why: Project governance provides the framework, functions and processes that guide oversight and project decision making in alignment with organizational objectives.

A. Governance defines oversight, authority and decision mechanisms.

B. An activity list identifies scheduled work.

C. A backlog orders product work, not governance authority.

D. An issue log records current problems.

QUESTION 1103 Fundamentals | Task 4 | Moderate | Single answer

A supplier contract will be discontinued under an approved commercial decision. Which communication approach is most appropriate for the official notification?

A. An informal conversation during a team lunch

B. A formal written notice following the contract and communications plan

C. A social-media message to the supplier's account

D. A verbal message passed through another vendor

Correct answer: B

Why: Contractual decisions require a traceable, authorized and formal written communication using the agreed channel.

A. An informal conversation is not an adequate contractual record.

B. Formal written notice creates traceability and follows agreed governance.

C. A public social channel is inappropriate for contract administration.

D. An intermediary's verbal message is neither controlled nor reliable.

QUESTION 1104 Fundamentals | Task 5 | Moderate | Single answer

Four temperature readings are tightly clustered around 72°C, but a calibrated reference shows the true value is 68°C. How should the readings be described?

A. Accurate and precise

B. Accurate but not precise

C. Precise but not accurate

D. Neither accurate nor precise because the readings are identical

Correct answer: C

Why: Precision is repeatability or closeness among measurements; accuracy is closeness to the true value. The readings are consistent but biased away from the reference.

A. They are not close to the true value.

B. The readings are tightly grouped, so they are precise.

C. They are repeatable but not close to the calibrated value.

D. Tight clustering demonstrates precision.

QUESTION 1105 Fundamentals | Task 3 | Moderate | Single answer

A project leader gives detailed direction to a new analyst but delegates decisions to an experienced specialist who has demonstrated commitment. Which leadership approach is being used?

A. Situational leadership

B. Laissez-faire leadership for every team member

C. Transactional leadership based only on rewards

D. A single autocratic style throughout the project

Correct answer: A

Why: Situational leadership adjusts direction and support to the competence, experience and commitment of the person and the context.

A. The leader varies the style according to readiness and context.

B. The new analyst is receiving direction rather than universal delegation.

C. The scenario is about adapting support, not rewards.

D. Two different styles are deliberately used.

QUESTION 1106 Fundamentals | Task 3 | Easy | Single answer

Recurring political arguments are disrupting workshops. The team agrees that unrelated political debate will be excluded from project meetings. Where should this working agreement be recorded?

A. Project charter

B. Team charter

C. Benefits management plan

D. Requirements traceability matrix

Correct answer: B

Why: The team charter records shared values, norms, ground rules and working agreements for team interaction.

A. The project charter authorizes the project at a high level.

B. Behavioral norms and meeting rules belong in the team charter.

C. That plan addresses benefits realization.

D. The matrix links requirements to related product and project elements.

QUESTION 1107 Fundamentals | Task 1 | Moderate | Single answer

A project has accepted its final deliverable, but two supplier invoices and a warranty handover remain open. Which closure action is required?

A. Archive the schedule and ignore the remaining commercial work

B. Close external obligations, confirm contract completion and resolve outstanding claims or payments

C. Move the invoices into the risk register

D. Extend the project indefinitely until the warranty expires

Correct answer: B

Why: Formal closure includes completing external obligations such as contracts, claims, payments and handovers before records are archived and resources released.

A. Archiving does not discharge open obligations.

B. Commercial obligations must be formally completed.

C. Known unpaid invoices are not uncertain risks.

D. Warranty responsibilities can be transferred without keeping the project open indefinitely.

QUESTION 1108 Fundamentals | Task 4 | Difficult | Single answer

A PMO supplies templates and coaching, while an executive committee retains authority to approve funding changes and stop the project. Which statement is correct?

A. The PMO and governance committee perform identical functions

B. The PMO supports consistent practices; the governance body exercises defined oversight and decision authority

C. The project team should make every funding decision

D. Governance applies only after the project closes

Correct answer: B

Why: A PMO may standardize and support project practices, while governance defines decision rights, oversight and escalation authority.

A. Their responsibilities may interact but are not identical.

B. This distinguishes support and standardization from governance authority.

C. Funding authority follows the governance framework.

D. Governance applies throughout the project.

QUESTION 1109 Predictive | Task 1 | Moderate | Single answer

A company can build a reporting module internally for $180,000 or purchase a supported product for $145,000. Security capability, schedule, licensing risk and long-term support must also be considered. What should the team perform?

A. A make-or-buy analysis

B. A sprint retrospective

C. A stakeholder salience assessment

D. A control chart

Correct answer: A

Why: Make-or-buy analysis evaluates whether work should be performed internally or acquired externally using cost and relevant non-cost considerations.

A. It compares internal delivery with external acquisition.

B. A retrospective improves the team's way of working.

C. Salience assesses stakeholder priority.

D. A control chart examines process stability.

QUESTION 1110 Predictive | Task 3 | Moderate | Single answer

A low-impact compatibility issue could occur during installation. If it occurs, the technician can apply a free five-minute configuration update. The team documents the risk but allocates no advance action or reserve. Which response is this?

A. Active acceptance

B. Passive acceptance

C. Mitigation

D. Transfer

Correct answer: B

Why: Passive acceptance acknowledges the risk and takes no proactive action unless it occurs. Active acceptance would establish a contingency plan or reserve.

A. No contingency reserve or planned response has been established.

B. The team acknowledges the minor risk and will react only if needed.

C. Nothing is being done now to reduce probability or impact.

D. Responsibility is not shifted to a third party.

QUESTION 1111 Predictive | Task 2 | Moderate | Single answer

A duration estimate is recorded as 16 weeks with a possible range of minus 2 to plus 4 weeks, based on vendor lead-time data and an assumption of one review cycle. Where should the supporting rationale, assumptions and range be documented?

A. Issue log

B. Team charter

C. Benefits management plan

D. Basis of estimates

Correct answer: D

Why: The basis of estimates records how an estimate was developed, including assumptions, constraints, confidence, ranges and supporting data.

A. No current problem is described.

B. The team charter concerns team norms and agreements.

C. That plan describes intended benefits and realization.

D. It explains the estimate and its uncertainty.

QUESTION 1112 Predictive | Task 3 | Difficult | Single answer

A quantitative risk model contains uncertain exchange rates, demand, labor productivity and material prices. The sponsor wants to know which variable has the greatest effect on the forecast completion cost. Which analysis is most suitable?

A. Affinity grouping

B. Trend analysis

C. Sensitivity analysis

D. Reserve analysis

Correct answer: C

Why: Sensitivity analysis varies uncertain inputs to determine which variables most strongly influence an outcome; a tornado diagram commonly displays the result.

A. Affinity grouping organizes related ideas.

B. Trend analysis examines performance patterns over time.

C. It identifies the most influential uncertainty.

D. Reserve analysis evaluates the adequacy of contingency or management reserves.

QUESTION 1113 Predictive | Task 2 | Moderate | Single answer

A planner is explaining two artifacts. One hierarchically decomposes total project scope into work packages; the other enumerates the schedule activities needed to complete those work packages. Which pairing is correct?

A. Activity list for hierarchical scope; WBS for chronological sequencing

B. WBS for hierarchical scope; activity list for scheduled work

C. WBS for risks; activity list for stakeholder authority

D. Both artifacts are identical

Correct answer: B

Why: The WBS decomposes scope into deliverables and work packages. Define Activities then identifies the schedule activities required to produce them.

A. The artifacts are reversed, and the activity list itself need not be chronological.

B. It distinguishes scope decomposition from scheduled activities.

C. Neither description is correct.

D. They serve related but different purposes.

QUESTION 1114 Agile | Task 2 | Moderate | Single answer

An adaptive team cannot estimate a story because it does not know whether a new authentication library can satisfy the security requirement. What should the team timebox before estimating the story again?

A. A project closure audit

B. A procurement inspection

C. A full production release

D. A spike or short proof-of-concept experiment

Correct answer: D

Why: A spike is a short, timeboxed research or proof-of-concept activity used to reduce uncertainty and enable better decisions or estimates.

A. The project is not closing.

B. The uncertainty is technical feasibility, not purchased-item conformity.

C. A full release before learning would create unnecessary risk.

D. The experiment targets the technical uncertainty.

QUESTION 1115 Agile | Task 2 | Easy | Single answer

A team plans, reviews and improves its work every two weeks, creating a dependable rhythm for stakeholders and team members. What is this rhythm called?

A. Float

B. Lag

C. Cadence

D. Crashing

Correct answer: C

Why: Cadence is the rhythm of project work execution. Adaptive work may use a timeboxed cadence or continuous flow, depending on the approach.

A. Float is schedule flexibility.

B. Lag is intentional waiting time between activities.

C. The repeated two-week rhythm is a cadence.

D. Crashing adds resources to shorten a schedule.

QUESTION 1116 Agile | Task 3 | Moderate | Single answer

After each customer demonstration, the product owner adds newly discovered needs, removes obsolete items and reorders work by value. Which product-backlog characteristic does this demonstrate?

A. The backlog is fixed once the first sprint starts

B. The backlog is emergent and continuously refined

C. The backlog is a cost baseline

D. The backlog can change only through a predictive change control board

Correct answer: B

Why: An adaptive product backlog evolves as learning, priorities and conditions change; refinement keeps it current and appropriately ordered.

A. A product backlog is not frozen at sprint one.

B. New learning is incorporated continuously.

C. It is an ordered list of product work, not a cost baseline.

D. Product backlog refinement does not require a predictive CCB.

QUESTION 1117 Agile | Task 3 | Moderate | Single answer

A cross-functional adaptive team decides how to perform the work, rotates facilitation and resolves technical decisions collectively within agreed boundaries. What structure is being demonstrated?

A. A functional hierarchy requiring manager assignment of every task

B. A projectized team with one technical decision maker

C. A steering committee

D. A self-managing team with shared leadership

Correct answer: D

Why: Adaptive teams are commonly self-managing: leadership and decisions can be shared while accountability remains clear and organizational boundaries are respected.

A. The scenario explicitly avoids manager-assigned tasks.

B. Technical decisions are collective rather than centralized.

C. A steering committee provides governance, not daily self-management.

D. The team organizes its own work and distributes leadership.

QUESTION 1118 Agile | Task 1 | Difficult | Multiple response

A large organization is tailoring a scaled adaptive approach. Which three decision principles are associated with SAFe? Select three.

A. Freeze all requirements before the first team begins

B. Take an economic view

C. Apply systems thinking

D. Assume variability and preserve options

Correct answer: B, C, D

Why: SAFe includes taking an economic view, applying systems thinking, and assuming variability while preserving options. Freezing all requirements conflicts with adaptive learning.

A. A universal requirements freeze contradicts an adaptive approach.

B. Economic decision making is a SAFe principle.

C. SAFe applies systems thinking across the value stream.

D. Preserving options supports learning under uncertainty.

QUESTION 1119 Business Analysis | Task 6 | Moderate | Single answer

After a capability is released, an analyst compares adoption and outcome measures with the expected value and assesses proposed product changes. Which BA focus is this?

A. Authorizing the project charter

B. Developing the first detailed project schedule

C. Monitoring product performance and change impacts

D. Assigning functional resources

Correct answer: C

Why: BA monitoring and controlling evaluates solution performance, benefits and the effects of proposed changes so the product remains aligned with business goals.

A. Project authorization belongs to initiation and the sponsor.

B. Detailed schedule development is project planning.

C. The analyst is measuring results and assessing change impacts.

D. Functional managers normally assign functional resources.

QUESTION 1120 Business Analysis | Task 3 | Moderate | Single answer

Stakeholders keep proposing variations of the current paper form. The analyst asks them to imagine the service with no paper constraint and sketch several entirely different ways to achieve the desired outcome. Which competency is being applied?

A. Schedule crashing

B. Creative thinking

C. Reserve analysis

D. Contract administration

Correct answer: B

Why: Creative thinking challenges assumptions and generates novel alternatives rather than limiting the solution to the current design.

A. Crashing concerns schedule compression.

B. The analyst is reframing the problem and generating new possibilities.

C. Reserve analysis examines uncertainty allowances.

D. No procurement contract is involved.

QUESTION 1121 Business Analysis | Task 2 | Moderate | Single answer

Operations leaders describe a business goal in nontechnical language, while developers identify integration limits. What is the analyst's most important communication responsibility?

A. Let each group maintain a different interpretation

B. Delegate the developers' task assignments

C. Remove nontechnical stakeholders from requirements discussions

D. Translate and confirm shared understanding of the goal, requirements and technical constraints

Correct answer: D

Why: The analyst bridges business and technical perspectives, checks understanding and makes constraints visible so teams can design an aligned solution.

A. Divergent interpretations create defects and rework.

B. Task assignment is not the analyst's central communication role.

C. Business stakeholders remain essential sources and decision participants.

D. It establishes common meaning across different audiences.

QUESTION 1122 Business Analysis | Task 4 | Moderate | Single answer

A regulator changes one approved requirement. The analyst needs to identify the affected design components, test cases and release objectives before recommending a response. Which artifact should be consulted first?

A. Team charter

B. Resource calendar

C. Requirements traceability matrix

D. Procurement statement of work

Correct answer: C

Why: Traceability links a requirement to its source, design, delivery and verification elements, making it central to impact analysis and change control.

A. The team charter contains working agreements.

B. A resource calendar shows availability.

C. It reveals the downstream relationships affected by the change.

D. A procurement SOW defines acquired work but is not the primary cross-product traceability artifact.

QUESTION 1123 Business Analysis | Task 6 | Difficult | Single answer

Training is complete and the new workflow is live. Which evidence best demonstrates that the change is being sustained rather than merely launched?

A. The launch presentation was delivered on time

B. Target users consistently apply the new capability and outcome measures remain at the intended level

C. The project charter was signed before development

D. Every original requirement remains unchanged

Correct answer: B

Why: Sustaining change means the capability is adopted and continues producing the intended outcomes; launch activity alone does not prove durable value.

A. An on-time presentation measures an event, not sustained adoption.

B. Continued adoption and outcomes demonstrate sustained change.

C. Authorization does not prove benefit realization.

D. Requirements may evolve while outcomes are sustained.

QUESTION 1124 Business Analysis | Task 5 | Moderate | Single answer

A product increment has passed component testing, but a mandatory acceptance criterion remains unmet and the transition team has not confirmed operational readiness. What is the best release recommendation?

A. Release because development is complete

B. Remove the acceptance criterion without authorization

C. Release only to avoid reporting a schedule variance

D. Delay the release until acceptance and readiness evidence support it

Correct answer: D

Why: A release decision should consider acceptance, verification, value, risk and transition readiness-not development completion alone.

A. Code completion does not equal release readiness.

B. Criteria cannot be discarded without authorized analysis and change.

C. Schedule optics do not override acceptance and operational risk.

D. Required acceptance and operational readiness evidence are missing.

QUESTION 1125 Business Analysis | Task 1 | Moderate | Single answer

Marketing prioritizes customer acquisition while IT prioritizes security and maintainability for a proposed service. After analyzing both sets of needs, what should the analyst do next?

A. Allow the louder department to decide

B. Ask both departments to build separate products

C. Facilitate collaboration on a product scope aligned with enterprise objectives and measurable value

D. Average every request without considering strategic alignment

Correct answer: C

Why: The analyst integrates stakeholder perspectives and facilitates an evidence-based scope that supports organizational goals rather than optimizing one department in isolation.

A. Influence is not a sound prioritization criterion.

B. Duplicate products avoid rather than resolve the shared need.

C. It balances perspectives against enterprise objectives and value.

D. Averaging requests can preserve low-value or conflicting needs.

QUESTION 1126 Fundamentals | Task 1 | Moderate | Single answer

During a hospital scheduling replacement, two executives propose conflicting success measures and each claims alignment with strategy. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Review the approved business case and strategic objectives with both executives before recommending a measure

B. Ask the sponsor to choose one executive's measure immediately

C. Average the two measures and publish the result

D. Let the delivery team use whichever measure is easiest to collect

Correct answer: A

Why: The governing objectives must be understood before selecting or escalating a success measure.

B. This seeks a decision before clarifying alignment and the evidence behind each measure.

C. Averaging may preserve incompatible or low-value measures without resolving strategic fit.

D. Ease of collection does not establish strategic relevance.

QUESTION 1127 Fundamentals | Task 1 | Difficult | Single answer

A required interface fails during a hospital scheduling replacement, stopping work that was due to finish this week. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Raise a change request before determining the impact, while briefing affected stakeholders and recording the expected effect on delivery

B. Record the issue and assess its impact, urgency, owner, and available responses before selecting the response

C. Wait for the next status meeting to see whether the interface recovers, then update the relevant project records and monitor the outcome against the current plan

D. Escalate directly to the steering committee without using the issue process

Correct answer: B

Why: A realized problem is managed as an issue; disciplined assessment supports the correct response and escalation.

A. A change may be needed, but requesting one before impact analysis is premature.

C. Waiting leaves an active blocker unmanaged.

D. Immediate governance escalation may bypass the agreed authority and escalation path.

QUESTION 1128 Fundamentals | Task 1 | Difficult | Single answer

A threat recorded for a hospital scheduling replacement occurs and begins delaying a critical supplier activity. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Delete the risk because it is no longer uncertain

B. Perform qualitative risk analysis as though the event has not occurred

C. Treat the event as an issue, implement the agreed response if still appropriate, and update the relevant records

D. Create an entirely new project to contain the delay

Correct answer: C

Why: Once a risk occurs it requires issue management while the planned response and current facts are evaluated.

A. Removing it without recording the resulting issue loses decision and performance history.

B. The event is now an issue, so analysis of uncertainty alone is insufficient.

D. A new project is disproportionate before using the existing response and issue processes.

QUESTION 1129 Fundamentals | Task 1 | Difficult | Single answer

For a hospital scheduling replacement, requirements are partly stable but the user-facing workflow needs frequent feedback and learning. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Use predictive methods for every component because a contract exists, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Use Scrum for every component because software is involved, then communicate the direction to the team and track whether it removes the immediate constraint

C. Allow each team member to follow a different life cycle

D. Assess uncertainty, delivery risk, feedback needs, and organizational capability, then tailor a hybrid approach

Correct answer: D

Why: The delivery approach should be selected from project conditions rather than ideology or habit.

A. A contract does not make all work stable or remove the need for feedback.

B. Technology type alone does not establish that one adaptive framework fits all work.

C. Uncoordinated approaches create integration and governance problems.

QUESTION 1130 Fundamentals | Task 1 | Moderate | Single answer

While bids are being evaluated for a hospital scheduling replacement, a seller offers the project manager an expensive event ticket. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Decline the gift, document or disclose it as required, and follow organizational ethics and procurement policy

B. Accept the ticket because no contract has been awarded, then communicate the direction to the team and track whether it removes the immediate constraint

C. Accept it and disclose it only if the seller wins

D. Ask a team member to accept it instead

Correct answer: A

Why: The action protects impartiality and addresses both actual and perceived conflicts of interest.

B. The active evaluation makes the appearance of influence especially relevant.

C. Delayed disclosure does not remove the conflict or appearance of impropriety.

D. Transferring the gift does not resolve the ethical issue.

QUESTION 1131 Fundamentals | Task 1 | Difficult | Single answer

Before a governance review for a hospital scheduling replacement, the project manager discovers that a favorable status figure was calculated from incomplete data. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Leave the figure unchanged because the error was unintentional, while preserving an audit trail and escalating only if the selected response does not work

B. Verify the correct figure, disclose the error promptly, and correct the report and affected decisions

C. Quietly correct the source data after the review, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Remove all unfavorable measures from the report, with ownership assigned and progress reported through the normal project communication channel

Correct answer: B

Why: Responsibility and honesty require accurate information and timely correction of errors.

A. Intent does not remove the duty to correct material misinformation.

C. This allows governance to decide using information known to be unreliable.

D. Selective omission is misleading and undermines transparency.

QUESTION 1132 Fundamentals | Task 1 | Difficult | Single answer

The team on a hospital scheduling replacement loses a shared specialist after portfolio governance funds a higher-priority regulatory program. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Keep the specialist by ignoring the portfolio decision, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Tell the team that portfolio decisions never affect projects

C. Assess the project impact and work through the authorized portfolio and resource governance channels

D. Cancel the project without sponsor or governance review

Correct answer: C

Why: Portfolio decisions reflect strategic priorities; the project manager should quantify impact and use the agreed governance path.

A. The project manager cannot unilaterally override portfolio authority.

B. Shared-resource and priority decisions can directly affect project constraints.

D. Cancellation exceeds the project manager's authority and skips impact-based governance.

QUESTION 1133 Fundamentals | Task 1 | Difficult | Single answer

A key assumption for a hospital scheduling replacement proves false after a new regulation changes the operating environment. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Keep the assumption because it was approved at initiation, with ownership assigned and progress reported through the normal project communication channel

B. Change the baseline immediately without review, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Record it only as a lesson learned at closure, while keeping the current delivery target and asking the team to report any resulting variance

D. Update the assumption log, assess effects on objectives and plans, and initiate the appropriate risk or change response

Correct answer: D

Why: An invalid assumption must be made visible and its integrated impact assessed before action is authorized.

A. Approval does not make an assumption permanently true.

B. Baseline changes require analysis and authorization.

C. Deferring action leaves a current planning basis known to be false.

QUESTION 1134 Fundamentals | Task 1 | Moderate | Single answer

The solution from a hospital scheduling replacement is technically complete, but operations has not accepted support ownership or runbooks. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Complete transition-readiness and acceptance activities with operations before closing the project

B. Close because product development is finished, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Keep the temporary project team as the permanent support function, while keeping the current delivery target and asking the team to report any resulting variance

D. Transfer ownership by email without confirming capability

Correct answer: A

Why: Completion includes an agreed handoff so ongoing operations can sustain the result.

B. Technical completion alone does not demonstrate transition readiness.

C. A project should not silently become ongoing operations without an authorized operating model.

D. Notification does not establish acceptance, knowledge, or operational readiness.

QUESTION 1135 Fundamentals | Task 1 | Difficult | Single answer

Early in a hospital scheduling replacement, the outcome is understood but the technical solution has several untested assumptions. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Create a fully detailed multiyear plan and prohibit revision

B. Use experiments or prototypes to reduce uncertainty before committing to a detailed solution plan

C. Select the cheapest approach without testing assumptions

D. Wait until execution to tell stakeholders about the assumptions

Correct answer: B

Why: Learning first prevents false precision and supports an appropriate life-cycle decision.

A. High solution uncertainty makes detailed commitment unreliable.

C. Initial price does not address feasibility or uncertainty.

D. Material uncertainty should influence planning and stakeholder decisions now.

QUESTION 1136 Fundamentals | Task 2 | Difficult | Single answer

A senior stakeholder asks the team on a hospital scheduling replacement to add a feature and says it should be easy. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Add the feature immediately because the requester is senior, then brief the governance group and measure the response against the agreed success criteria

B. Reject it because the scope baseline already exists, with supporting documentation completed and the outcome checked during the next control cycle

C. Clarify the underlying need and assess scope, schedule, cost, risk, quality, and benefit impacts before submitting a change decision

D. Ask the developer to hide the work within an existing activity

Correct answer: C

Why: Integrated analysis must precede authorization or rejection of a baseline change.

A. Influence does not replace change authority or impact analysis.

B. A baseline can change through the authorized process.

D. Hidden work bypasses visibility, authorization, and realistic planning.

QUESTION 1137 Fundamentals | Task 2 | Difficult | Single answer

The schedule for a hospital scheduling replacement shows an approval milestone with a ten-day duration to represent review work. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Keep the duration because every schedule item must consume time

B. Delete the approval because milestones do not affect governance

C. Convert every review activity into a milestone

D. Model the approval as a zero-duration milestone and schedule the review work as activities

Correct answer: D

Why: A milestone marks a significant point; activities represent work and duration.

A. Milestones normally have zero duration.

B. A governance decision can be a significant schedule point.

C. Activities that consume effort and time should remain activities.

QUESTION 1138 Fundamentals | Task 2 | Moderate | Single answer

The project manager for a hospital scheduling replacement is asked to secure specialists before the activity resource needs have been analyzed. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Determine the type, quantity, timing, and constraints of required resources before acquiring them

B. Acquire whichever specialists are currently available, then document the rationale and review the result at the next governance checkpoint

C. Commit to the final schedule before estimating resources, while briefing affected stakeholders and recording the expected effect on delivery

D. Ask the sponsor to name every individual resource, then update the relevant project records and monitor the outcome against the current plan

Correct answer: A

Why: Resource acquisition should be based on understood activity requirements and calendars.

B. Availability alone may produce the wrong capability or timing.

C. Resource needs and availability affect realistic durations and dates.

D. The sponsor does not replace activity-level resource planning.

QUESTION 1139 Fundamentals | Task 2 | Difficult | Single answer

A team member on a hospital scheduling replacement identifies a new uncertain event that could improve performance but has not yet occurred. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Put it in the issue log because all uncertain events are issues, while briefing affected stakeholders and recording the expected effect on delivery

B. Record it as an opportunity in the risk register and analyze it using the agreed risk process

C. Implement the most expensive enhancement immediately

D. Ignore it because positive risks do not need management

Correct answer: B

Why: Risks include opportunities and threats; recording and analysis precede response selection.

A. An event that has not occurred remains a risk.

C. Response selection should follow analysis and authorization.

D. Opportunities can affect objectives and should be managed deliberately.

QUESTION 1140 Fundamentals | Task 2 | Difficult | Single answer

Stakeholders on a hospital scheduling replacement receive frequent reports but still cannot make the decisions expected of them. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Send the same report more often, then update the relevant project records and monitor the outcome against the current plan

B. Remove the stakeholders from distribution, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Reassess their information needs and update the communication approach, content, channel, or cadence

D. Escalate every unanswered question to the sponsor, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: C

Why: Communication success is measured by whether information needs and decisions are supported, not message volume.

A. More frequent unsuitable information does not address the need.

B. Exclusion avoids rather than resolves the communication gap.

D. The communication approach should be corrected before routine questions are escalated.

QUESTION 1141 Fundamentals | Task 2 | Difficult | Single answer

Most work on a hospital scheduling replacement is complete, but one contract claim and two transition actions remain open. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Close now and delete the open items, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Keep the entire project open indefinitely

C. Release all records before the claim is resolved

D. Determine how each open item will be resolved or formally transferred with ownership before closure

Correct answer: D

Why: Closure requires deliberate disposition of remaining obligations and transition work.

A. Closure does not eliminate contractual or transition obligations.

B. Open items can be resolved or formally transferred without indefinite project continuation.

C. Records must be retained and archived according to governance and contractual needs.

QUESTION 1142 Fundamentals | Task 2 | Moderate | Single answer

The team on a hospital scheduling replacement says a deliverable is complete, but the customer has not reviewed the agreed acceptance criteria. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Confirm quality-control results and obtain formal customer acceptance against the criteria

B. Declare acceptance because the team completed the work

C. Change the acceptance criteria to match the deliverable

D. Archive the project and ask for acceptance later

Correct answer: A

Why: Verified deliverables proceed to formal scope validation before final closure or transition.

B. The delivery team cannot substitute for customer or sponsor acceptance.

C. Criteria cannot be altered merely to avoid a gap.

D. Acceptance is an input to proper completion, not a post-closure formality.

QUESTION 1143 Fundamentals | Task 3 | Difficult | Single answer

Two specialists on a hospital scheduling replacement repeatedly argue about design decisions and team meetings are deteriorating. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Replace both specialists immediately, while preserving an audit trail and escalating only if the selected response does not work

B. Facilitate a direct discussion to understand interests and facts, then help them agree on a solution and working approach

C. Choose the more senior specialist's position, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Avoid the topic so emotions can disappear

Correct answer: B

Why: Collaborative problem solving addresses the source of conflict before imposing a remedy.

A. Replacement is premature before understanding and attempting to resolve the conflict.

C. Seniority is not evidence that one technical or project position is correct.

D. Avoidance allows recurring conflict to damage performance.

QUESTION 1144 Fundamentals | Task 3 | Difficult | Single answer

A previously reliable team member on a hospital scheduling replacement misses two commitments after being assigned unfamiliar work. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Report the person to human resources immediately

B. Redistribute all of the person's work without discussion

C. Meet privately to understand the cause, expectations, capability needs, and support required before deciding corrective action

D. Lower the whole team's quality standard

Correct answer: C

Why: Diagnosis and coaching should precede punitive or staffing decisions.

A. Escalation is premature without understanding the performance context.

B. This hides the cause and removes an opportunity to restore performance.

D. Changing standards does not address the individual capability or assignment issue.

QUESTION 1145 Fundamentals | Task 3 | Difficult | Single answer

The sponsor of a hospital scheduling replacement asks the project manager to approve additional funding outside the manager's delegated authority. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Approve the funding to keep work moving, with ownership assigned and progress reported through the normal project communication channel

B. Refuse to provide any recommendation, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Ask a team member to approve it informally

D. Prepare the impact and recommendation, then route the funding decision through the sponsor or authorized governance body

Correct answer: D

Why: The project manager integrates information, while funding authorization follows defined governance authority.

A. Urgency does not expand delegated financial authority.

B. The project manager should support the authorized decision with integrated analysis.

C. Informal delegation cannot replace governance authority.

QUESTION 1146 Fundamentals | Task 3 | Moderate | Single answer

A distributed team on a hospital scheduling replacement experiences missed handoffs because members assume different response times and meeting norms. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Facilitate explicit working agreements for availability, response time, handoffs, tools, and escalation

B. Schedule more meetings without discussing the norms, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Require one location's customs to apply without discussion

D. Wait until the next phase to address the problem

Correct answer: A

Why: Shared team norms make expectations visible and reduce coordination ambiguity.

B. More meetings do not correct conflicting assumptions about collaboration.

C. Imposed local customs may reduce inclusion and commitment.

D. The current coordination failure needs timely team action.

QUESTION 1147 Fundamentals | Task 4 | Difficult | Single answer

A proposed change to a hospital scheduling replacement improves quality but may delay a regulatory milestone. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Implement the change because quality improvement is always highest priority, while keeping the current delivery target and asking the team to report any resulting variance

B. Document the request and analyze integrated impacts before the authorized body decides

C. Reject the change because it affects the schedule, then brief the governance group and measure the response against the agreed success criteria

D. Ask the quality lead to approve the baseline change, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: B

Why: A benefit in one area must be considered with schedule, risk, cost, and compliance effects.

A. Quality benefit does not eliminate other constraints or authorization.

C. An impact does not automatically make the change undesirable.

D. A functional lead may advise but does not automatically hold integrated change authority.

QUESTION 1148 Fundamentals | Task 4 | Difficult | Single answer

New market evidence shows that a planned feature in a hospital scheduling replacement may no longer produce the expected benefit. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Complete the feature because it was in the original plan, then brief the governance group and measure the response against the agreed success criteria

B. Remove the feature without stakeholder or governance review

C. Review the benefit assumptions with the benefit owner and assess whether scope or strategy should change

D. Hide the evidence until after delivery

Correct answer: C

Why: Benefit evidence should drive an integrated recommendation before continuing low-value work.

A. Plan conformance is weaker than value when the justification has materially changed.

B. Unilateral removal may affect commitments and requires appropriate analysis and authority.

D. Withholding decision-relevant evidence undermines governance and value delivery.

QUESTION 1149 Fundamentals | Task 4 | Difficult | Single answer

Users resist the new workflow from a hospital scheduling replacement even though training attendance was high. Clinical leaders expect a decision today, while patient-service continuity must be protected. Which action best aligns with PMI practice?

A. Repeat the identical training for everyone, with supporting documentation completed and the outcome checked during the next control cycle

B. Label the users as uncooperative in the status report, then document the rationale and review the result at the next governance checkpoint

C. Declare the change successful because training was completed, while briefing affected stakeholders and recording the expected effect on delivery

D. Engage affected users to identify adoption barriers and tailor the change and support strategy

Correct answer: D

Why: Attendance is an activity measure; diagnosing behavior and context is necessary to improve adoption.

A. Repeating an intervention before finding the barrier may waste time and increase resistance.

B. Blame does not identify or resolve the adoption problem.

C. Completion of training does not demonstrate adoption or outcomes.

QUESTION 1150 Fundamentals | Task 4 | Moderate | Single answer

A cross-functional issue on a hospital scheduling replacement exceeds the team's authority but the impact and options are not yet documented. Clinical leaders expect a decision today, while patient-service continuity must be protected. What should the project manager do first?

A. Assess and document the issue, attempted responses, impact, and decision needed, then escalate through the agreed path

B. Escalate a vague complaint immediately, then document the rationale and review the result at the next governance checkpoint

C. Let the team make a decision beyond its authority, while briefing affected stakeholders and recording the expected effect on delivery

D. Ignore the issue to avoid troubling governance

Correct answer: A

Why: Effective escalation gives the authorized decision maker clear evidence and a specific decision request.

B. A decision maker cannot act efficiently without a defined issue and impact.

C. Local action cannot exceed delegated authority.

D. Material issues should be made visible through agreed escalation.

Questions 1151-1200

QUESTION 1151 Fundamentals | Task 5 | Difficult | Single answer

A recurring meeting for a hospital scheduling replacement has many attendees, no decisions, and repeated discussion. Clinical leaders expect a decision today, while patient-service continuity must be protected. What is the best next action?

A. Extend every meeting by an hour

B. Clarify the meeting objective and required decisions, invite the necessary participants, and issue a focused agenda

C. Invite the entire organization for transparency

D. Stop documenting decisions so discussion moves faster

Correct answer: B

Why: Purpose, decision rights, participants, and preparation should be corrected before adding more meeting time.

A. More time does not correct the lack of purpose or structure.

C. Larger attendance can further reduce focus and decision efficiency.

D. Removing decision records increases ambiguity and rework.

QUESTION 1152 Fundamentals | Task 5 | Difficult | Single answer

Similar defects recur across several deliverables in a hospital scheduling replacement despite repeated rework. Clinical leaders expect a decision today, while patient-service continuity must be protected. How should the project manager proceed?

A. Add more inspectors without examining the process, then update the relevant project records and monitor the outcome against the current plan

B. Blame the person who found the latest defect, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Analyze the recurring pattern and root causes with the team before selecting a corrective action

D. Accept the defects because rework has already occurred

Correct answer: C

Why: Repeated symptoms indicate a systemic cause that should be understood before another remedy is chosen.

A. More detection may not remove the source of recurring defects.

B. Discovery does not establish causation and blame discourages transparency.

D. Past effort does not justify known nonconformance.

QUESTION 1153 Fundamentals | Task 1 | Difficult | Single answer

During a municipal service-center relocation, two executives propose conflicting success measures and each claims alignment with strategy. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Ask the sponsor to choose one executive's measure immediately

B. Average the two measures and publish the result

C. Let the delivery team use whichever measure is easiest to collect

D. Review the approved business case and strategic objectives with both executives before recommending a measure

Correct answer: D

Why: The governing objectives must be understood before selecting or escalating a success measure.

A. This seeks a decision before clarifying alignment and the evidence behind each measure.

B. Averaging may preserve incompatible or low-value measures without resolving strategic fit.

C. Ease of collection does not establish strategic relevance.

QUESTION 1154 Fundamentals | Task 1 | Moderate | Single answer

A required interface fails during a municipal service-center relocation, stopping work that was due to finish this week. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Record the issue and assess its impact, urgency, owner, and available responses before selecting the response

B. Raise a change request before determining the impact, while preserving an audit trail and escalating only if the selected response does not work

C. Wait for the next status meeting to see whether the interface recovers, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Escalate directly to the steering committee without using the issue process, with ownership assigned and progress reported through the normal project communication channel

Correct answer: A

Why: A realized problem is managed as an issue; disciplined assessment supports the correct response and escalation.

B. A change may be needed, but requesting one before impact analysis is premature.

C. Waiting leaves an active blocker unmanaged.

D. Immediate governance escalation may bypass the agreed authority and escalation path.

QUESTION 1155 Fundamentals | Task 1 | Difficult | Single answer

A threat recorded for a municipal service-center relocation occurs and begins delaying a critical supplier activity. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Delete the risk because it is no longer uncertain, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Treat the event as an issue, implement the agreed response if still appropriate, and update the relevant records

C. Perform qualitative risk analysis as though the event has not occurred

D. Create an entirely new project to contain the delay

Correct answer: B

Why: Once a risk occurs it requires issue management while the planned response and current facts are evaluated.

A. Removing it without recording the resulting issue loses decision and performance history.

C. The event is now an issue, so analysis of uncertainty alone is insufficient.

D. A new project is disproportionate before using the existing response and issue processes.

QUESTION 1156 Fundamentals | Task 1 | Difficult | Single answer

For a municipal service-center relocation, requirements are partly stable but the user-facing workflow needs frequent feedback and learning. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Use predictive methods for every component because a contract exists, with ownership assigned and progress reported through the normal project communication channel

B. Use Scrum for every component because software is involved, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Assess uncertainty, delivery risk, feedback needs, and organizational capability, then tailor a hybrid approach

D. Allow each team member to follow a different life cycle, while keeping the current delivery target and asking the team to report any resulting variance

Correct answer: C

Why: The delivery approach should be selected from project conditions rather than ideology or habit.

A. A contract does not make all work stable or remove the need for feedback.

B. Technology type alone does not establish that one adaptive framework fits all work.

D. Uncoordinated approaches create integration and governance problems.

QUESTION 1157 Fundamentals | Task 1 | Difficult | Single answer

While bids are being evaluated for a municipal service-center relocation, a seller offers the project manager an expensive event ticket. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Accept the ticket because no contract has been awarded, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Accept it and disclose it only if the seller wins

C. Ask a team member to accept it instead

D. Decline the gift, document or disclose it as required, and follow organizational ethics and procurement policy

Correct answer: D

Why: The action protects impartiality and addresses both actual and perceived conflicts of interest.

A. The active evaluation makes the appearance of influence especially relevant.

B. Delayed disclosure does not remove the conflict or appearance of impropriety.

C. Transferring the gift does not resolve the ethical issue.

QUESTION 1158 Fundamentals | Task 1 | Moderate | Single answer

Before a governance review for a municipal service-center relocation, the project manager discovers that a favorable status figure was calculated from incomplete data. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Verify the correct figure, disclose the error promptly, and correct the report and affected decisions

B. Leave the figure unchanged because the error was unintentional

C. Quietly correct the source data after the review

D. Remove all unfavorable measures from the report

Correct answer: A

Why: Responsibility and honesty require accurate information and timely correction of errors.

B. Intent does not remove the duty to correct material misinformation.

C. This allows governance to decide using information known to be unreliable.

D. Selective omission is misleading and undermines transparency.

QUESTION 1159 Fundamentals | Task 1 | Difficult | Single answer

The team on a municipal service-center relocation loses a shared specialist after portfolio governance funds a higher-priority regulatory program. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Keep the specialist by ignoring the portfolio decision, then brief the governance group and measure the response against the agreed success criteria

B. Assess the project impact and work through the authorized portfolio and resource governance channels

C. Tell the team that portfolio decisions never affect projects, with supporting documentation completed and the outcome checked during the next control cycle

D. Cancel the project without sponsor or governance review

Correct answer: B

Why: Portfolio decisions reflect strategic priorities; the project manager should quantify impact and use the agreed governance path.

A. The project manager cannot unilaterally override portfolio authority.

C. Shared-resource and priority decisions can directly affect project constraints.

D. Cancellation exceeds the project manager's authority and skips impact-based governance.

QUESTION 1160 Fundamentals | Task 1 | Difficult | Single answer

A key assumption for a municipal service-center relocation proves false after a new regulation changes the operating environment. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Keep the assumption because it was approved at initiation

B. Change the baseline immediately without review

C. Update the assumption log, assess effects on objectives and plans, and initiate the appropriate risk or change response

D. Record it only as a lesson learned at closure

Correct answer: C

Why: An invalid assumption must be made visible and its integrated impact assessed before action is authorized.

A. Approval does not make an assumption permanently true.

B. Baseline changes require analysis and authorization.

D. Deferring action leaves a current planning basis known to be false.

QUESTION 1161 Fundamentals | Task 1 | Difficult | Single answer

The solution from a municipal service-center relocation is technically complete, but operations has not accepted support ownership or runbooks. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Close because product development is finished, then document the rationale and review the result at the next governance checkpoint

B. Keep the temporary project team as the permanent support function, while briefing affected stakeholders and recording the expected effect on delivery

C. Transfer ownership by email without confirming capability

D. Complete transition-readiness and acceptance activities with operations before closing the project

Correct answer: D

Why: Completion includes an agreed handoff so ongoing operations can sustain the result.

A. Technical completion alone does not demonstrate transition readiness.

B. A project should not silently become ongoing operations without an authorized operating model.

C. Notification does not establish acceptance, knowledge, or operational readiness.

QUESTION 1162 Fundamentals | Task 1 | Moderate | Single answer

Early in a municipal service-center relocation, the outcome is understood but the technical solution has several untested assumptions. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Use experiments or prototypes to reduce uncertainty before committing to a detailed solution plan

B. Create a fully detailed multiyear plan and prohibit revision, while briefing affected stakeholders and recording the expected effect on delivery

C. Select the cheapest approach without testing assumptions

D. Wait until execution to tell stakeholders about the assumptions

Correct answer: A

Why: Learning first prevents false precision and supports an appropriate life-cycle decision.

B. High solution uncertainty makes detailed commitment unreliable.

C. Initial price does not address feasibility or uncertainty.

D. Material uncertainty should influence planning and stakeholder decisions now.

QUESTION 1163 Fundamentals | Task 2 | Difficult | Single answer

A senior stakeholder asks the team on a municipal service-center relocation to add a feature and says it should be easy. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Add the feature immediately because the requester is senior, then update the relevant project records and monitor the outcome against the current plan

B. Clarify the underlying need and assess scope, schedule, cost, risk, quality, and benefit impacts before submitting a change decision

C. Reject it because the scope baseline already exists, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Ask the developer to hide the work within an existing activity, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: B

Why: Integrated analysis must precede authorization or rejection of a baseline change.

A. Influence does not replace change authority or impact analysis.

C. A baseline can change through the authorized process.

D. Hidden work bypasses visibility, authorization, and realistic planning.

QUESTION 1164 Fundamentals | Task 2 | Difficult | Single answer

The schedule for a municipal service-center relocation shows an approval milestone with a ten-day duration to represent review work. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Keep the duration because every schedule item must consume time, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Delete the approval because milestones do not affect governance

C. Model the approval as a zero-duration milestone and schedule the review work as activities

D. Convert every review activity into a milestone

Correct answer: C

Why: A milestone marks a significant point; activities represent work and duration.

A. Milestones normally have zero duration.

B. A governance decision can be a significant schedule point.

D. Activities that consume effort and time should remain activities.

QUESTION 1165 Fundamentals | Task 2 | Difficult | Single answer

The project manager for a municipal service-center relocation is asked to secure specialists before the activity resource needs have been analyzed. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Acquire whichever specialists are currently available, then communicate the direction to the team and track whether it removes the immediate constraint

B. Commit to the final schedule before estimating resources, while preserving an audit trail and escalating only if the selected response does not work

C. Ask the sponsor to name every individual resource, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Determine the type, quantity, timing, and constraints of required resources before acquiring them

Correct answer: D

Why: Resource acquisition should be based on understood activity requirements and calendars.

A. Availability alone may produce the wrong capability or timing.

B. Resource needs and availability affect realistic durations and dates.

C. The sponsor does not replace activity-level resource planning.

QUESTION 1166 Fundamentals | Task 2 | Moderate | Single answer

A team member on a municipal service-center relocation identifies a new uncertain event that could improve performance but has not yet occurred. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Record it as an opportunity in the risk register and analyze it using the agreed risk process

B. Put it in the issue log because all uncertain events are issues, while preserving an audit trail and escalating only if the selected response does not work

C. Implement the most expensive enhancement immediately, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Ignore it because positive risks do not need management

Correct answer: A

Why: Risks include opportunities and threats; recording and analysis precede response selection.

B. An event that has not occurred remains a risk.

C. Response selection should follow analysis and authorization.

D. Opportunities can affect objectives and should be managed deliberately.

QUESTION 1167 Fundamentals | Task 2 | Difficult | Single answer

Stakeholders on a municipal service-center relocation receive frequent reports but still cannot make the decisions expected of them. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Send the same report more often

B. Reassess their information needs and update the communication approach, content, channel, or cadence

C. Remove the stakeholders from distribution

D. Escalate every unanswered question to the sponsor

Correct answer: B

Why: Communication success is measured by whether information needs and decisions are supported, not message volume.

A. More frequent unsuitable information does not address the need.

C. Exclusion avoids rather than resolves the communication gap.

D. The communication approach should be corrected before routine questions are escalated.

QUESTION 1168 Fundamentals | Task 2 | Difficult | Single answer

Most work on a municipal service-center relocation is complete, but one contract claim and two transition actions remain open. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Close now and delete the open items, with ownership assigned and progress reported through the normal project communication channel

B. Keep the entire project open indefinitely, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Determine how each open item will be resolved or formally transferred with ownership before closure

D. Release all records before the claim is resolved

Correct answer: C

Why: Closure requires deliberate disposition of remaining obligations and transition work.

A. Closure does not eliminate contractual or transition obligations.

B. Open items can be resolved or formally transferred without indefinite project continuation.

D. Records must be retained and archived according to governance and contractual needs.

QUESTION 1169 Fundamentals | Task 2 | Difficult | Single answer

The team on a municipal service-center relocation says a deliverable is complete, but the customer has not reviewed the agreed acceptance criteria. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Declare acceptance because the team completed the work

B. Change the acceptance criteria to match the deliverable

C. Archive the project and ask for acceptance later

D. Confirm quality-control results and obtain formal customer acceptance against the criteria

Correct answer: D

Why: Verified deliverables proceed to formal scope validation before final closure or transition.

A. The delivery team cannot substitute for customer or sponsor acceptance.

B. Criteria cannot be altered merely to avoid a gap.

C. Acceptance is an input to proper completion, not a post-closure formality.

QUESTION 1170 Fundamentals | Task 3 | Moderate | Single answer

Two specialists on a municipal service-center relocation repeatedly argue about design decisions and team meetings are deteriorating. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Facilitate a direct discussion to understand interests and facts, then help them agree on a solution and working approach

B. Replace both specialists immediately, while keeping the current delivery target and asking the team to report any resulting variance

C. Choose the more senior specialist's position, then brief the governance group and measure the response against the agreed success criteria

D. Avoid the topic so emotions can disappear, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: A

Why: Collaborative problem solving addresses the source of conflict before imposing a remedy.

B. Replacement is premature before understanding and attempting to resolve the conflict.

C. Seniority is not evidence that one technical or project position is correct.

D. Avoidance allows recurring conflict to damage performance.

QUESTION 1171 Fundamentals | Task 3 | Difficult | Single answer

A previously reliable team member on a municipal service-center relocation misses two commitments after being assigned unfamiliar work. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Report the person to human resources immediately, then brief the governance group and measure the response against the agreed success criteria

B. Meet privately to understand the cause, expectations, capability needs, and support required before deciding corrective action

C. Redistribute all of the person's work without discussion

D. Lower the whole team's quality standard

Correct answer: B

Why: Diagnosis and coaching should precede punitive or staffing decisions.

A. Escalation is premature without understanding the performance context.

C. This hides the cause and removes an opportunity to restore performance.

D. Changing standards does not address the individual capability or assignment issue.

QUESTION 1172 Fundamentals | Task 3 | Difficult | Single answer

The sponsor of a municipal service-center relocation asks the project manager to approve additional funding outside the manager's delegated authority. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Approve the funding to keep work moving, with supporting documentation completed and the outcome checked during the next control cycle

B. Refuse to provide any recommendation, then document the rationale and review the result at the next governance checkpoint

C. Prepare the impact and recommendation, then route the funding decision through the sponsor or authorized governance body

D. Ask a team member to approve it informally, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: C

Why: The project manager integrates information, while funding authorization follows defined governance authority.

A. Urgency does not expand delegated financial authority.

B. The project manager should support the authorized decision with integrated analysis.

D. Informal delegation cannot replace governance authority.

QUESTION 1173 Fundamentals | Task 3 | Difficult | Single answer

A distributed team on a municipal service-center relocation experiences missed handoffs because members assume different response times and meeting norms. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Schedule more meetings without discussing the norms, then document the rationale and review the result at the next governance checkpoint

B. Require one location's customs to apply without discussion

C. Wait until the next phase to address the problem

D. Facilitate explicit working agreements for availability, response time, handoffs, tools, and escalation

Correct answer: D

Why: Shared team norms make expectations visible and reduce coordination ambiguity.

A. More meetings do not correct conflicting assumptions about collaboration.

B. Imposed local customs may reduce inclusion and commitment.

C. The current coordination failure needs timely team action.

QUESTION 1174 Fundamentals | Task 4 | Moderate | Single answer

A proposed change to a municipal service-center relocation improves quality but may delay a regulatory milestone. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Document the request and analyze integrated impacts before the authorized body decides

B. Implement the change because quality improvement is always highest priority

C. Reject the change because it affects the schedule

D. Ask the quality lead to approve the baseline change

Correct answer: A

Why: A benefit in one area must be considered with schedule, risk, cost, and compliance effects.

B. Quality benefit does not eliminate other constraints or authorization.

C. An impact does not automatically make the change undesirable.

D. A functional lead may advise but does not automatically hold integrated change authority.

QUESTION 1175 Fundamentals | Task 4 | Difficult | Single answer

New market evidence shows that a planned feature in a municipal service-center relocation may no longer produce the expected benefit. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Complete the feature because it was in the original plan, then update the relevant project records and monitor the outcome against the current plan

B. Review the benefit assumptions with the benefit owner and assess whether scope or strategy should change

C. Remove the feature without stakeholder or governance review, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Hide the evidence until after delivery

Correct answer: B

Why: Benefit evidence should drive an integrated recommendation before continuing low-value work.

A. Plan conformance is weaker than value when the justification has materially changed.

C. Unilateral removal may affect commitments and requires appropriate analysis and authority.

D. Withholding decision-relevant evidence undermines governance and value delivery.

QUESTION 1176 Fundamentals | Task 4 | Difficult | Single answer

Users resist the new workflow from a municipal service-center relocation even though training attendance was high. The public opening date is close, and facilities and operations leaders disagree about the response. Which action best aligns with PMI practice?

A. Repeat the identical training for everyone

B. Label the users as uncooperative in the status report

C. Engage affected users to identify adoption barriers and tailor the change and support strategy

D. Declare the change successful because training was completed

Correct answer: C

Why: Attendance is an activity measure; diagnosing behavior and context is necessary to improve adoption.

A. Repeating an intervention before finding the barrier may waste time and increase resistance.

B. Blame does not identify or resolve the adoption problem.

D. Completion of training does not demonstrate adoption or outcomes.

QUESTION 1177 Fundamentals | Task 4 | Difficult | Single answer

A cross-functional issue on a municipal service-center relocation exceeds the team's authority but the impact and options are not yet documented. The public opening date is close, and facilities and operations leaders disagree about the response. What should the project manager do first?

A. Escalate a vague complaint immediately, then communicate the direction to the team and track whether it removes the immediate constraint

B. Let the team make a decision beyond its authority, while preserving an audit trail and escalating only if the selected response does not work

C. Ignore the issue to avoid troubling governance

D. Assess and document the issue, attempted responses, impact, and decision needed, then escalate through the agreed path

Correct answer: D

Why: Effective escalation gives the authorized decision maker clear evidence and a specific decision request.

A. A decision maker cannot act efficiently without a defined issue and impact.

B. Local action cannot exceed delegated authority.

C. Material issues should be made visible through agreed escalation.

QUESTION 1178 Fundamentals | Task 5 | Moderate | Single answer

A recurring meeting for a municipal service-center relocation has many attendees, no decisions, and repeated discussion. The public opening date is close, and facilities and operations leaders disagree about the response. What is the best next action?

A. Clarify the meeting objective and required decisions, invite the necessary participants, and issue a focused agenda

B. Extend every meeting by an hour, while preserving an audit trail and escalating only if the selected response does not work

C. Invite the entire organization for transparency

D. Stop documenting decisions so discussion moves faster

Correct answer: A

Why: Purpose, decision rights, participants, and preparation should be corrected before adding more meeting time.

B. More time does not correct the lack of purpose or structure.

C. Larger attendance can further reduce focus and decision efficiency.

D. Removing decision records increases ambiguity and rework.

QUESTION 1179 Fundamentals | Task 5 | Difficult | Single answer

Similar defects recur across several deliverables in a municipal service-center relocation despite repeated rework. The public opening date is close, and facilities and operations leaders disagree about the response. How should the project manager proceed?

A. Add more inspectors without examining the process, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Analyze the recurring pattern and root causes with the team before selecting a corrective action

C. Blame the person who found the latest defect, with ownership assigned and progress reported through the normal project communication channel

D. Accept the defects because rework has already occurred, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: B

Why: Repeated symptoms indicate a systemic cause that should be understood before another remedy is chosen.

A. More detection may not remove the source of recurring defects.

C. Discovery does not establish causation and blame discourages transparency.

D. Past effort does not justify known nonconformance.

QUESTION 1180 Fundamentals | Task 1 | Difficult | Single answer

During a university learning-platform rollout, two executives propose conflicting success measures and each claims alignment with strategy. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Ask the sponsor to choose one executive's measure immediately, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Average the two measures and publish the result

C. Review the approved business case and strategic objectives with both executives before recommending a measure

D. Let the delivery team use whichever measure is easiest to collect

Correct answer: C

Why: The governing objectives must be understood before selecting or escalating a success measure.

A. This seeks a decision before clarifying alignment and the evidence behind each measure.

B. Averaging may preserve incompatible or low-value measures without resolving strategic fit.

D. Ease of collection does not establish strategic relevance.

QUESTION 1181 Fundamentals | Task 1 | Difficult | Single answer

A required interface fails during a university learning-platform rollout, stopping work that was due to finish this week. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Raise a change request before determining the impact, while keeping the current delivery target and asking the team to report any resulting variance

B. Wait for the next status meeting to see whether the interface recovers, then brief the governance group and measure the response against the agreed success criteria

C. Escalate directly to the steering committee without using the issue process, with supporting documentation completed and the outcome checked during the next control cycle

D. Record the issue and assess its impact, urgency, owner, and available responses before selecting the response

Correct answer: D

Why: A realized problem is managed as an issue; disciplined assessment supports the correct response and escalation.

A. A change may be needed, but requesting one before impact analysis is premature.

B. Waiting leaves an active blocker unmanaged.

C. Immediate governance escalation may bypass the agreed authority and escalation path.

QUESTION 1182 Fundamentals | Task 1 | Moderate | Single answer

A threat recorded for a university learning-platform rollout occurs and begins delaying a critical supplier activity. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Treat the event as an issue, implement the agreed response if still appropriate, and update the relevant records

B. Delete the risk because it is no longer uncertain, then brief the governance group and measure the response against the agreed success criteria

C. Perform qualitative risk analysis as though the event has not occurred, with supporting documentation completed and the outcome checked during the next control cycle

D. Create an entirely new project to contain the delay

Correct answer: A

Why: Once a risk occurs it requires issue management while the planned response and current facts are evaluated.

B. Removing it without recording the resulting issue loses decision and performance history.

C. The event is now an issue, so analysis of uncertainty alone is insufficient.

D. A new project is disproportionate before using the existing response and issue processes.

QUESTION 1183 Fundamentals | Task 1 | Difficult | Single answer

For a university learning-platform rollout, requirements are partly stable but the user-facing workflow needs frequent feedback and learning. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Use predictive methods for every component because a contract exists

B. Assess uncertainty, delivery risk, feedback needs, and organizational capability, then tailor a hybrid approach

C. Use Scrum for every component because software is involved

D. Allow each team member to follow a different life cycle

Correct answer: B

Why: The delivery approach should be selected from project conditions rather than ideology or habit.

A. A contract does not make all work stable or remove the need for feedback.

C. Technology type alone does not establish that one adaptive framework fits all work.

D. Uncoordinated approaches create integration and governance problems.

QUESTION 1184 Fundamentals | Task 1 | Difficult | Single answer

While bids are being evaluated for a university learning-platform rollout, a seller offers the project manager an expensive event ticket. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Accept the ticket because no contract has been awarded, then document the rationale and review the result at the next governance checkpoint

B. Accept it and disclose it only if the seller wins, while briefing affected stakeholders and recording the expected effect on delivery

C. Decline the gift, document or disclose it as required, and follow organizational ethics and procurement policy

D. Ask a team member to accept it instead

Correct answer: C

Why: The action protects impartiality and addresses both actual and perceived conflicts of interest.

A. The active evaluation makes the appearance of influence especially relevant.

B. Delayed disclosure does not remove the conflict or appearance of impropriety.

D. Transferring the gift does not resolve the ethical issue.

QUESTION 1185 Fundamentals | Task 1 | Difficult | Single answer

Before a governance review for a university learning-platform rollout, the project manager discovers that a favorable status figure was calculated from incomplete data. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Leave the figure unchanged because the error was unintentional

B. Quietly correct the source data after the review

C. Remove all unfavorable measures from the report

D. Verify the correct figure, disclose the error promptly, and correct the report and affected decisions

Correct answer: D

Why: Responsibility and honesty require accurate information and timely correction of errors.

A. Intent does not remove the duty to correct material misinformation.

B. This allows governance to decide using information known to be unreliable.

C. Selective omission is misleading and undermines transparency.

QUESTION 1186 Fundamentals | Task 1 | Moderate | Single answer

The team on a university learning-platform rollout loses a shared specialist after portfolio governance funds a higher-priority regulatory program. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Assess the project impact and work through the authorized portfolio and resource governance channels

B. Keep the specialist by ignoring the portfolio decision, then update the relevant project records and monitor the outcome against the current plan

C. Tell the team that portfolio decisions never affect projects, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Cancel the project without sponsor or governance review, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: A

Why: Portfolio decisions reflect strategic priorities; the project manager should quantify impact and use the agreed governance path.

B. The project manager cannot unilaterally override portfolio authority.

C. Shared-resource and priority decisions can directly affect project constraints.

D. Cancellation exceeds the project manager's authority and skips impact-based governance.

QUESTION 1187 Fundamentals | Task 1 | Difficult | Single answer

A key assumption for a university learning-platform rollout proves false after a new regulation changes the operating environment. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Keep the assumption because it was approved at initiation, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Update the assumption log, assess effects on objectives and plans, and initiate the appropriate risk or change response

C. Change the baseline immediately without review

D. Record it only as a lesson learned at closure

Correct answer: B

Why: An invalid assumption must be made visible and its integrated impact assessed before action is authorized.

A. Approval does not make an assumption permanently true.

C. Baseline changes require analysis and authorization.

D. Deferring action leaves a current planning basis known to be false.

QUESTION 1188 Fundamentals | Task 1 | Difficult | Single answer

The solution from a university learning-platform rollout is technically complete, but operations has not accepted support ownership or runbooks. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Close because product development is finished, then communicate the direction to the team and track whether it removes the immediate constraint

B. Keep the temporary project team as the permanent support function, while preserving an audit trail and escalating only if the selected response does not work

C. Complete transition-readiness and acceptance activities with operations before closing the project

D. Transfer ownership by email without confirming capability, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: C

Why: Completion includes an agreed handoff so ongoing operations can sustain the result.

A. Technical completion alone does not demonstrate transition readiness.

B. A project should not silently become ongoing operations without an authorized operating model.

D. Notification does not establish acceptance, knowledge, or operational readiness.

QUESTION 1189 Fundamentals | Task 1 | Difficult | Single answer

Early in a university learning-platform rollout, the outcome is understood but the technical solution has several untested assumptions. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Create a fully detailed multiyear plan and prohibit revision, while preserving an audit trail and escalating only if the selected response does not work

B. Select the cheapest approach without testing assumptions

C. Wait until execution to tell stakeholders about the assumptions

D. Use experiments or prototypes to reduce uncertainty before committing to a detailed solution plan

Correct answer: D

Why: Learning first prevents false precision and supports an appropriate life-cycle decision.

A. High solution uncertainty makes detailed commitment unreliable.

B. Initial price does not address feasibility or uncertainty.

C. Material uncertainty should influence planning and stakeholder decisions now.

QUESTION 1190 Fundamentals | Task 2 | Moderate | Single answer

A senior stakeholder asks the team on a university learning-platform rollout to add a feature and says it should be easy. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Clarify the underlying need and assess scope, schedule, cost, risk, quality, and benefit impacts before submitting a change decision

B. Add the feature immediately because the requester is senior

C. Reject it because the scope baseline already exists

D. Ask the developer to hide the work within an existing activity

Correct answer: A

Why: Integrated analysis must precede authorization or rejection of a baseline change.

B. Influence does not replace change authority or impact analysis.

C. A baseline can change through the authorized process.

D. Hidden work bypasses visibility, authorization, and realistic planning.

QUESTION 1191 Fundamentals | Task 2 | Difficult | Single answer

The schedule for a university learning-platform rollout shows an approval milestone with a ten-day duration to represent review work. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Keep the duration because every schedule item must consume time, with ownership assigned and progress reported through the normal project communication channel

B. Model the approval as a zero-duration milestone and schedule the review work as activities

C. Delete the approval because milestones do not affect governance, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Convert every review activity into a milestone

Correct answer: B

Why: A milestone marks a significant point; activities represent work and duration.

A. Milestones normally have zero duration.

C. A governance decision can be a significant schedule point.

D. Activities that consume effort and time should remain activities.

QUESTION 1192 Fundamentals | Task 2 | Difficult | Single answer

The project manager for a university learning-platform rollout is asked to secure specialists before the activity resource needs have been analyzed. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Acquire whichever specialists are currently available

B. Commit to the final schedule before estimating resources

C. Determine the type, quantity, timing, and constraints of required resources before acquiring them

D. Ask the sponsor to name every individual resource

Correct answer: C

Why: Resource acquisition should be based on understood activity requirements and calendars.

A. Availability alone may produce the wrong capability or timing.

B. Resource needs and availability affect realistic durations and dates.

D. The sponsor does not replace activity-level resource planning.

QUESTION 1193 Fundamentals | Task 2 | Difficult | Single answer

A team member on a university learning-platform rollout identifies a new uncertain event that could improve performance but has not yet occurred. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Put it in the issue log because all uncertain events are issues, while keeping the current delivery target and asking the team to report any resulting variance

B. Implement the most expensive enhancement immediately, then brief the governance group and measure the response against the agreed success criteria

C. Ignore it because positive risks do not need management

D. Record it as an opportunity in the risk register and analyze it using the agreed risk process

Correct answer: D

Why: Risks include opportunities and threats; recording and analysis precede response selection.

A. An event that has not occurred remains a risk.

B. Response selection should follow analysis and authorization.

C. Opportunities can affect objectives and should be managed deliberately.

QUESTION 1194 Fundamentals | Task 2 | Moderate | Single answer

Stakeholders on a university learning-platform rollout receive frequent reports but still cannot make the decisions expected of them. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Reassess their information needs and update the communication approach, content, channel, or cadence

B. Send the same report more often, then brief the governance group and measure the response against the agreed success criteria

C. Remove the stakeholders from distribution

D. Escalate every unanswered question to the sponsor

Correct answer: A

Why: Communication success is measured by whether information needs and decisions are supported, not message volume.

B. More frequent unsuitable information does not address the need.

C. Exclusion avoids rather than resolves the communication gap.

D. The communication approach should be corrected before routine questions are escalated.

QUESTION 1195 Fundamentals | Task 2 | Difficult | Single answer

Most work on a university learning-platform rollout is complete, but one contract claim and two transition actions remain open. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Close now and delete the open items, with supporting documentation completed and the outcome checked during the next control cycle

B. Determine how each open item will be resolved or formally transferred with ownership before closure

C. Keep the entire project open indefinitely, then document the rationale and review the result at the next governance checkpoint

D. Release all records before the claim is resolved, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: B

Why: Closure requires deliberate disposition of remaining obligations and transition work.

A. Closure does not eliminate contractual or transition obligations.

C. Open items can be resolved or formally transferred without indefinite project continuation.

D. Records must be retained and archived according to governance and contractual needs.

QUESTION 1196 Fundamentals | Task 2 | Difficult | Single answer

The team on a university learning-platform rollout says a deliverable is complete, but the customer has not reviewed the agreed acceptance criteria. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Declare acceptance because the team completed the work, then document the rationale and review the result at the next governance checkpoint

B. Change the acceptance criteria to match the deliverable

C. Confirm quality-control results and obtain formal customer acceptance against the criteria

D. Archive the project and ask for acceptance later

Correct answer: C

Why: Verified deliverables proceed to formal scope validation before final closure or transition.

A. The delivery team cannot substitute for customer or sponsor acceptance.

B. Criteria cannot be altered merely to avoid a gap.

D. Acceptance is an input to proper completion, not a post-closure formality.

QUESTION 1197 Fundamentals | Task 3 | Difficult | Single answer

Two specialists on a university learning-platform rollout repeatedly argue about design decisions and team meetings are deteriorating. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Replace both specialists immediately, while briefing affected stakeholders and recording the expected effect on delivery

B. Choose the more senior specialist's position, then update the relevant project records and monitor the outcome against the current plan

C. Avoid the topic so emotions can disappear, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Facilitate a direct discussion to understand interests and facts, then help them agree on a solution and working approach

Correct answer: D

Why: Collaborative problem solving addresses the source of conflict before imposing a remedy.

A. Replacement is premature before understanding and attempting to resolve the conflict.

B. Seniority is not evidence that one technical or project position is correct.

C. Avoidance allows recurring conflict to damage performance.

QUESTION 1198 Fundamentals | Task 3 | Moderate | Single answer

A previously reliable team member on a university learning-platform rollout misses two commitments after being assigned unfamiliar work. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Meet privately to understand the cause, expectations, capability needs, and support required before deciding corrective action

B. Report the person to human resources immediately, then update the relevant project records and monitor the outcome against the current plan

C. Redistribute all of the person's work without discussion, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Lower the whole team's quality standard

Correct answer: A

Why: Diagnosis and coaching should precede punitive or staffing decisions.

B. Escalation is premature without understanding the performance context.

C. This hides the cause and removes an opportunity to restore performance.

D. Changing standards does not address the individual capability or assignment issue.

QUESTION 1199 Fundamentals | Task 3 | Difficult | Single answer

The sponsor of a university learning-platform rollout asks the project manager to approve additional funding outside the manager's delegated authority. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Approve the funding to keep work moving

B. Prepare the impact and recommendation, then route the funding decision through the sponsor or authorized governance body

C. Refuse to provide any recommendation

D. Ask a team member to approve it informally

Correct answer: B

Why: The project manager integrates information, while funding authorization follows defined governance authority.

A. Urgency does not expand delegated financial authority.

C. The project manager should support the authorized decision with integrated analysis.

D. Informal delegation cannot replace governance authority.

QUESTION 1200 Fundamentals | Task 3 | Difficult | Single answer

A distributed team on a university learning-platform rollout experiences missed handoffs because members assume different response times and meeting norms. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Schedule more meetings without discussing the norms, then communicate the direction to the team and track whether it removes the immediate constraint

B. Require one location's customs to apply without discussion, while preserving an audit trail and escalating only if the selected response does not work

C. Facilitate explicit working agreements for availability, response time, handoffs, tools, and escalation

D. Wait until the next phase to address the problem

Correct answer: C

Why: Shared team norms make expectations visible and reduce coordination ambiguity.

A. More meetings do not correct conflicting assumptions about collaboration.

B. Imposed local customs may reduce inclusion and commitment.

D. The current coordination failure needs timely team action.

Questions 1201-1250

QUESTION 1201 Fundamentals | Task 4 | Difficult | Single answer

A proposed change to a university learning-platform rollout improves quality but may delay a regulatory milestone. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Implement the change because quality improvement is always highest priority

B. Reject the change because it affects the schedule

C. Ask the quality lead to approve the baseline change

D. Document the request and analyze integrated impacts before the authorized body decides

Correct answer: D

Why: A benefit in one area must be considered with schedule, risk, cost, and compliance effects.

A. Quality benefit does not eliminate other constraints or authorization.

B. An impact does not automatically make the change undesirable.

C. A functional lead may advise but does not automatically hold integrated change authority.

QUESTION 1202 Fundamentals | Task 4 | Moderate | Single answer

New market evidence shows that a planned feature in a university learning-platform rollout may no longer produce the expected benefit. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Review the benefit assumptions with the benefit owner and assess whether scope or strategy should change

B. Complete the feature because it was in the original plan, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Remove the feature without stakeholder or governance review, with ownership assigned and progress reported through the normal project communication channel

D. Hide the evidence until after delivery, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: A

Why: Benefit evidence should drive an integrated recommendation before continuing low-value work.

B. Plan conformance is weaker than value when the justification has materially changed.

C. Unilateral removal may affect commitments and requires appropriate analysis and authority.

D. Withholding decision-relevant evidence undermines governance and value delivery.

QUESTION 1203 Fundamentals | Task 4 | Difficult | Single answer

Users resist the new workflow from a university learning-platform rollout even though training attendance was high. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. Which action best aligns with PMI practice?

A. Repeat the identical training for everyone, with ownership assigned and progress reported through the normal project communication channel

B. Engage affected users to identify adoption barriers and tailor the change and support strategy

C. Label the users as uncooperative in the status report

D. Declare the change successful because training was completed

Correct answer: B

Why: Attendance is an activity measure; diagnosing behavior and context is necessary to improve adoption.

A. Repeating an intervention before finding the barrier may waste time and increase resistance.

C. Blame does not identify or resolve the adoption problem.

D. Completion of training does not demonstrate adoption or outcomes.

QUESTION 1204 Fundamentals | Task 4 | Difficult | Single answer

A cross-functional issue on a university learning-platform rollout exceeds the team's authority but the impact and options are not yet documented. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What should the project manager do first?

A. Escalate a vague complaint immediately, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Let the team make a decision beyond its authority, while keeping the current delivery target and asking the team to report any resulting variance

C. Assess and document the issue, attempted responses, impact, and decision needed, then escalate through the agreed path

D. Ignore the issue to avoid troubling governance, then brief the governance group and measure the response against the agreed success criteria

Correct answer: C

Why: Effective escalation gives the authorized decision maker clear evidence and a specific decision request.

A. A decision maker cannot act efficiently without a defined issue and impact.

B. Local action cannot exceed delegated authority.

D. Material issues should be made visible through agreed escalation.

QUESTION 1205 Fundamentals | Task 5 | Difficult | Single answer

A recurring meeting for a university learning-platform rollout has many attendees, no decisions, and repeated discussion. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. What is the best next action?

A. Extend every meeting by an hour, while keeping the current delivery target and asking the team to report any resulting variance

B. Invite the entire organization for transparency

C. Stop documenting decisions so discussion moves faster

D. Clarify the meeting objective and required decisions, invite the necessary participants, and issue a focused agenda

Correct answer: D

Why: Purpose, decision rights, participants, and preparation should be corrected before adding more meeting time.

A. More time does not correct the lack of purpose or structure.

B. Larger attendance can further reduce focus and decision efficiency.

C. Removing decision records increases ambiguity and rework.

QUESTION 1206 Fundamentals | Task 5 | Moderate | Single answer

Similar defects recur across several deliverables in a university learning-platform rollout despite repeated rework. Faculty representatives want quick action, but the effect on the next academic term is still uncertain. How should the project manager proceed?

A. Analyze the recurring pattern and root causes with the team before selecting a corrective action

B. Add more inspectors without examining the process

C. Blame the person who found the latest defect

D. Accept the defects because rework has already occurred

Correct answer: A

Why: Repeated symptoms indicate a systemic cause that should be understood before another remedy is chosen.

B. More detection may not remove the source of recurring defects.

C. Discovery does not establish causation and blame discourages transparency.

D. Past effort does not justify known nonconformance.

QUESTION 1207 Fundamentals | Task 1 | Difficult | Single answer

During a manufacturer's warehouse automation, two executives propose conflicting success measures and each claims alignment with strategy. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Ask the sponsor to choose one executive's measure immediately, then document the rationale and review the result at the next governance checkpoint

B. Review the approved business case and strategic objectives with both executives before recommending a measure

C. Average the two measures and publish the result, while briefing affected stakeholders and recording the expected effect on delivery

D. Let the delivery team use whichever measure is easiest to collect

Correct answer: B

Why: The governing objectives must be understood before selecting or escalating a success measure.

A. This seeks a decision before clarifying alignment and the evidence behind each measure.

C. Averaging may preserve incompatible or low-value measures without resolving strategic fit.

D. Ease of collection does not establish strategic relevance.

QUESTION 1208 Fundamentals | Task 1 | Difficult | Single answer

A required interface fails during a manufacturer's warehouse automation, stopping work that was due to finish this week. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Raise a change request before determining the impact

B. Wait for the next status meeting to see whether the interface recovers

C. Record the issue and assess its impact, urgency, owner, and available responses before selecting the response

D. Escalate directly to the steering committee without using the issue process

Correct answer: C

Why: A realized problem is managed as an issue; disciplined assessment supports the correct response and escalation.

A. A change may be needed, but requesting one before impact analysis is premature.

B. Waiting leaves an active blocker unmanaged.

D. Immediate governance escalation may bypass the agreed authority and escalation path.

QUESTION 1209 Fundamentals | Task 1 | Difficult | Single answer

A threat recorded for a manufacturer's warehouse automation occurs and begins delaying a critical supplier activity. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Delete the risk because it is no longer uncertain, then update the relevant project records and monitor the outcome against the current plan

B. Perform qualitative risk analysis as though the event has not occurred, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Create an entirely new project to contain the delay

D. Treat the event as an issue, implement the agreed response if still appropriate, and update the relevant records

Correct answer: D

Why: Once a risk occurs it requires issue management while the planned response and current facts are evaluated.

A. Removing it without recording the resulting issue loses decision and performance history.

B. The event is now an issue, so analysis of uncertainty alone is insufficient.

C. A new project is disproportionate before using the existing response and issue processes.

QUESTION 1210 Fundamentals | Task 1 | Moderate | Single answer

For a manufacturer's warehouse automation, requirements are partly stable but the user-facing workflow needs frequent feedback and learning. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Assess uncertainty, delivery risk, feedback needs, and organizational capability, then tailor a hybrid approach

B. Use predictive methods for every component because a contract exists, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Use Scrum for every component because software is involved

D. Allow each team member to follow a different life cycle

Correct answer: A

Why: The delivery approach should be selected from project conditions rather than ideology or habit.

B. A contract does not make all work stable or remove the need for feedback.

C. Technology type alone does not establish that one adaptive framework fits all work.

D. Uncoordinated approaches create integration and governance problems.

QUESTION 1211 Fundamentals | Task 1 | Difficult | Single answer

While bids are being evaluated for a manufacturer's warehouse automation, a seller offers the project manager an expensive event ticket. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Accept the ticket because no contract has been awarded, then communicate the direction to the team and track whether it removes the immediate constraint

B. Decline the gift, document or disclose it as required, and follow organizational ethics and procurement policy

C. Accept it and disclose it only if the seller wins, while preserving an audit trail and escalating only if the selected response does not work

D. Ask a team member to accept it instead, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: B

Why: The action protects impartiality and addresses both actual and perceived conflicts of interest.

A. The active evaluation makes the appearance of influence especially relevant.

C. Delayed disclosure does not remove the conflict or appearance of impropriety.

D. Transferring the gift does not resolve the ethical issue.

QUESTION 1212 Fundamentals | Task 1 | Difficult | Single answer

Before a governance review for a manufacturer's warehouse automation, the project manager discovers that a favorable status figure was calculated from incomplete data. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Leave the figure unchanged because the error was unintentional, while preserving an audit trail and escalating only if the selected response does not work

B. Quietly correct the source data after the review

C. Verify the correct figure, disclose the error promptly, and correct the report and affected decisions

D. Remove all unfavorable measures from the report

Correct answer: C

Why: Responsibility and honesty require accurate information and timely correction of errors.

A. Intent does not remove the duty to correct material misinformation.

B. This allows governance to decide using information known to be unreliable.

D. Selective omission is misleading and undermines transparency.

QUESTION 1213 Fundamentals | Task 1 | Difficult | Single answer

The team on a manufacturer's warehouse automation loses a shared specialist after portfolio governance funds a higher-priority regulatory program. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Keep the specialist by ignoring the portfolio decision, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Tell the team that portfolio decisions never affect projects, with ownership assigned and progress reported through the normal project communication channel

C. Cancel the project without sponsor or governance review, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Assess the project impact and work through the authorized portfolio and resource governance channels

Correct answer: D

Why: Portfolio decisions reflect strategic priorities; the project manager should quantify impact and use the agreed governance path.

A. The project manager cannot unilaterally override portfolio authority.

B. Shared-resource and priority decisions can directly affect project constraints.

C. Cancellation exceeds the project manager's authority and skips impact-based governance.

QUESTION 1214 Fundamentals | Task 1 | Moderate | Single answer

A key assumption for a manufacturer's warehouse automation proves false after a new regulation changes the operating environment. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Update the assumption log, assess effects on objectives and plans, and initiate the appropriate risk or change response

B. Keep the assumption because it was approved at initiation, with ownership assigned and progress reported through the normal project communication channel

C. Change the baseline immediately without review, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Record it only as a lesson learned at closure

Correct answer: A

Why: An invalid assumption must be made visible and its integrated impact assessed before action is authorized.

B. Approval does not make an assumption permanently true.

C. Baseline changes require analysis and authorization.

D. Deferring action leaves a current planning basis known to be false.

QUESTION 1215 Fundamentals | Task 1 | Difficult | Single answer

The solution from a manufacturer's warehouse automation is technically complete, but operations has not accepted support ownership or runbooks. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Close because product development is finished

B. Complete transition-readiness and acceptance activities with operations before closing the project

C. Keep the temporary project team as the permanent support function

D. Transfer ownership by email without confirming capability

Correct answer: B

Why: Completion includes an agreed handoff so ongoing operations can sustain the result.

A. Technical completion alone does not demonstrate transition readiness.

C. A project should not silently become ongoing operations without an authorized operating model.

D. Notification does not establish acceptance, knowledge, or operational readiness.

QUESTION 1216 Fundamentals | Task 1 | Difficult | Single answer

Early in a manufacturer's warehouse automation, the outcome is understood but the technical solution has several untested assumptions. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Create a fully detailed multiyear plan and prohibit revision, while keeping the current delivery target and asking the team to report any resulting variance

B. Select the cheapest approach without testing assumptions, then brief the governance group and measure the response against the agreed success criteria

C. Use experiments or prototypes to reduce uncertainty before committing to a detailed solution plan

D. Wait until execution to tell stakeholders about the assumptions

Correct answer: C

Why: Learning first prevents false precision and supports an appropriate life-cycle decision.

A. High solution uncertainty makes detailed commitment unreliable.

B. Initial price does not address feasibility or uncertainty.

D. Material uncertainty should influence planning and stakeholder decisions now.

QUESTION 1217 Fundamentals | Task 2 | Difficult | Single answer

A senior stakeholder asks the team on a manufacturer's warehouse automation to add a feature and says it should be easy. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Add the feature immediately because the requester is senior

B. Reject it because the scope baseline already exists

C. Ask the developer to hide the work within an existing activity

D. Clarify the underlying need and assess scope, schedule, cost, risk, quality, and benefit impacts before submitting a change decision

Correct answer: D

Why: Integrated analysis must precede authorization or rejection of a baseline change.

A. Influence does not replace change authority or impact analysis.

B. A baseline can change through the authorized process.

C. Hidden work bypasses visibility, authorization, and realistic planning.

QUESTION 1218 Fundamentals | Task 2 | Moderate | Single answer

The schedule for a manufacturer's warehouse automation shows an approval milestone with a ten-day duration to represent review work. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Model the approval as a zero-duration milestone and schedule the review work as activities

B. Keep the duration because every schedule item must consume time, with supporting documentation completed and the outcome checked during the next control cycle

C. Delete the approval because milestones do not affect governance, then document the rationale and review the result at the next governance checkpoint

D. Convert every review activity into a milestone, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: A

Why: A milestone marks a significant point; activities represent work and duration.

B. Milestones normally have zero duration.

C. A governance decision can be a significant schedule point.

D. Activities that consume effort and time should remain activities.

QUESTION 1219 Fundamentals | Task 2 | Difficult | Single answer

The project manager for a manufacturer's warehouse automation is asked to secure specialists before the activity resource needs have been analyzed. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Acquire whichever specialists are currently available, then document the rationale and review the result at the next governance checkpoint

B. Determine the type, quantity, timing, and constraints of required resources before acquiring them

C. Commit to the final schedule before estimating resources

D. Ask the sponsor to name every individual resource

Correct answer: B

Why: Resource acquisition should be based on understood activity requirements and calendars.

A. Availability alone may produce the wrong capability or timing.

C. Resource needs and availability affect realistic durations and dates.

D. The sponsor does not replace activity-level resource planning.

QUESTION 1220 Fundamentals | Task 2 | Difficult | Single answer

A team member on a manufacturer's warehouse automation identifies a new uncertain event that could improve performance but has not yet occurred. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Put it in the issue log because all uncertain events are issues, while briefing affected stakeholders and recording the expected effect on delivery

B. Implement the most expensive enhancement immediately, then update the relevant project records and monitor the outcome against the current plan

C. Record it as an opportunity in the risk register and analyze it using the agreed risk process

D. Ignore it because positive risks do not need management, with the sponsor informed and the resulting impact reviewed at the next status meeting

Correct answer: C

Why: Risks include opportunities and threats; recording and analysis precede response selection.

A. An event that has not occurred remains a risk.

B. Response selection should follow analysis and authorization.

D. Opportunities can affect objectives and should be managed deliberately.

QUESTION 1221 Fundamentals | Task 2 | Difficult | Single answer

Stakeholders on a manufacturer's warehouse automation receive frequent reports but still cannot make the decisions expected of them. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Send the same report more often, then update the relevant project records and monitor the outcome against the current plan

B. Remove the stakeholders from distribution

C. Escalate every unanswered question to the sponsor

D. Reassess their information needs and update the communication approach, content, channel, or cadence

Correct answer: D

Why: Communication success is measured by whether information needs and decisions are supported, not message volume.

A. More frequent unsuitable information does not address the need.

B. Exclusion avoids rather than resolves the communication gap.

C. The communication approach should be corrected before routine questions are escalated.

QUESTION 1222 Fundamentals | Task 2 | Moderate | Single answer

Most work on a manufacturer's warehouse automation is complete, but one contract claim and two transition actions remain open. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Determine how each open item will be resolved or formally transferred with ownership before closure

B. Close now and delete the open items

C. Keep the entire project open indefinitely

D. Release all records before the claim is resolved

Correct answer: A

Why: Closure requires deliberate disposition of remaining obligations and transition work.

B. Closure does not eliminate contractual or transition obligations.

C. Open items can be resolved or formally transferred without indefinite project continuation.

D. Records must be retained and archived according to governance and contractual needs.

QUESTION 1223 Fundamentals | Task 2 | Difficult | Single answer

The team on a manufacturer's warehouse automation says a deliverable is complete, but the customer has not reviewed the agreed acceptance criteria. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Declare acceptance because the team completed the work, then communicate the direction to the team and track whether it removes the immediate constraint

B. Confirm quality-control results and obtain formal customer acceptance against the criteria

C. Change the acceptance criteria to match the deliverable, while preserving an audit trail and escalating only if the selected response does not work

D. Archive the project and ask for acceptance later

Correct answer: B

Why: Verified deliverables proceed to formal scope validation before final closure or transition.

A. The delivery team cannot substitute for customer or sponsor acceptance.

C. Criteria cannot be altered merely to avoid a gap.

D. Acceptance is an input to proper completion, not a post-closure formality.

QUESTION 1224 Fundamentals | Task 3 | Difficult | Single answer

Two specialists on a manufacturer's warehouse automation repeatedly argue about design decisions and team meetings are deteriorating. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Replace both specialists immediately

B. Choose the more senior specialist's position

C. Facilitate a direct discussion to understand interests and facts, then help them agree on a solution and working approach

D. Avoid the topic so emotions can disappear

Correct answer: C

Why: Collaborative problem solving addresses the source of conflict before imposing a remedy.

A. Replacement is premature before understanding and attempting to resolve the conflict.

B. Seniority is not evidence that one technical or project position is correct.

D. Avoidance allows recurring conflict to damage performance.

QUESTION 1225 Fundamentals | Task 3 | Difficult | Single answer

A previously reliable team member on a manufacturer's warehouse automation misses two commitments after being assigned unfamiliar work. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Report the person to human resources immediately, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Redistribute all of the person's work without discussion, with ownership assigned and progress reported through the normal project communication channel

C. Lower the whole team's quality standard

D. Meet privately to understand the cause, expectations, capability needs, and support required before deciding corrective action

Correct answer: D

Why: Diagnosis and coaching should precede punitive or staffing decisions.

A. Escalation is premature without understanding the performance context.

B. This hides the cause and removes an opportunity to restore performance.

C. Changing standards does not address the individual capability or assignment issue.

QUESTION 1226 Fundamentals | Task 3 | Moderate | Single answer

The sponsor of a manufacturer's warehouse automation asks the project manager to approve additional funding outside the manager's delegated authority. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Prepare the impact and recommendation, then route the funding decision through the sponsor or authorized governance body

B. Approve the funding to keep work moving, with ownership assigned and progress reported through the normal project communication channel

C. Refuse to provide any recommendation

D. Ask a team member to approve it informally

Correct answer: A

Why: The project manager integrates information, while funding authorization follows defined governance authority.

B. Urgency does not expand delegated financial authority.

C. The project manager should support the authorized decision with integrated analysis.

D. Informal delegation cannot replace governance authority.

QUESTION 1227 Fundamentals | Task 3 | Difficult | Single answer

A distributed team on a manufacturer's warehouse automation experiences missed handoffs because members assume different response times and meeting norms. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Schedule more meetings without discussing the norms, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Facilitate explicit working agreements for availability, response time, handoffs, tools, and escalation

C. Require one location's customs to apply without discussion, while keeping the current delivery target and asking the team to report any resulting variance

D. Wait until the next phase to address the problem, then brief the governance group and measure the response against the agreed success criteria

Correct answer: B

Why: Shared team norms make expectations visible and reduce coordination ambiguity.

A. More meetings do not correct conflicting assumptions about collaboration.

C. Imposed local customs may reduce inclusion and commitment.

D. The current coordination failure needs timely team action.

QUESTION 1228 Fundamentals | Task 4 | Difficult | Single answer

A proposed change to a manufacturer's warehouse automation improves quality but may delay a regulatory milestone. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Implement the change because quality improvement is always highest priority, while keeping the current delivery target and asking the team to report any resulting variance

B. Reject the change because it affects the schedule

C. Document the request and analyze integrated impacts before the authorized body decides

D. Ask the quality lead to approve the baseline change

Correct answer: C

Why: A benefit in one area must be considered with schedule, risk, cost, and compliance effects.

A. Quality benefit does not eliminate other constraints or authorization.

B. An impact does not automatically make the change undesirable.

D. A functional lead may advise but does not automatically hold integrated change authority.

QUESTION 1229 Fundamentals | Task 4 | Difficult | Single answer

New market evidence shows that a planned feature in a manufacturer's warehouse automation may no longer produce the expected benefit. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Complete the feature because it was in the original plan, then brief the governance group and measure the response against the agreed success criteria

B. Remove the feature without stakeholder or governance review, with supporting documentation completed and the outcome checked during the next control cycle

C. Hide the evidence until after delivery, then document the rationale and review the result at the next governance checkpoint

D. Review the benefit assumptions with the benefit owner and assess whether scope or strategy should change

Correct answer: D

Why: Benefit evidence should drive an integrated recommendation before continuing low-value work.

A. Plan conformance is weaker than value when the justification has materially changed.

B. Unilateral removal may affect commitments and requires appropriate analysis and authority.

C. Withholding decision-relevant evidence undermines governance and value delivery.

QUESTION 1230 Fundamentals | Task 4 | Moderate | Single answer

Users resist the new workflow from a manufacturer's warehouse automation even though training attendance was high. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. Which action best aligns with PMI practice?

A. Engage affected users to identify adoption barriers and tailor the change and support strategy

B. Repeat the identical training for everyone, with supporting documentation completed and the outcome checked during the next control cycle

C. Label the users as uncooperative in the status report, then document the rationale and review the result at the next governance checkpoint

D. Declare the change successful because training was completed

Correct answer: A

Why: Attendance is an activity measure; diagnosing behavior and context is necessary to improve adoption.

B. Repeating an intervention before finding the barrier may waste time and increase resistance.

C. Blame does not identify or resolve the adoption problem.

D. Completion of training does not demonstrate adoption or outcomes.

QUESTION 1231 Fundamentals | Task 4 | Difficult | Single answer

A cross-functional issue on a manufacturer's warehouse automation exceeds the team's authority but the impact and options are not yet documented. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What should the project manager do first?

A. Escalate a vague complaint immediately

B. Assess and document the issue, attempted responses, impact, and decision needed, then escalate through the agreed path

C. Let the team make a decision beyond its authority

D. Ignore the issue to avoid troubling governance

Correct answer: B

Why: Effective escalation gives the authorized decision maker clear evidence and a specific decision request.

A. A decision maker cannot act efficiently without a defined issue and impact.

C. Local action cannot exceed delegated authority.

D. Material issues should be made visible through agreed escalation.

QUESTION 1232 Fundamentals | Task 5 | Difficult | Single answer

A recurring meeting for a manufacturer's warehouse automation has many attendees, no decisions, and repeated discussion. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. What is the best next action?

A. Extend every meeting by an hour, while briefing affected stakeholders and recording the expected effect on delivery

B. Invite the entire organization for transparency, then update the relevant project records and monitor the outcome against the current plan

C. Clarify the meeting objective and required decisions, invite the necessary participants, and issue a focused agenda

D. Stop documenting decisions so discussion moves faster

Correct answer: C

Why: Purpose, decision rights, participants, and preparation should be corrected before adding more meeting time.

A. More time does not correct the lack of purpose or structure.

B. Larger attendance can further reduce focus and decision efficiency.

D. Removing decision records increases ambiguity and rework.

QUESTION 1233 Fundamentals | Task 5 | Difficult | Single answer

Similar defects recur across several deliverables in a manufacturer's warehouse automation despite repeated rework. Production cannot stop, and safety, procurement, and operations stakeholders are watching the decision. How should the project manager proceed?

A. Add more inspectors without examining the process

B. Blame the person who found the latest defect

C. Accept the defects because rework has already occurred

D. Analyze the recurring pattern and root causes with the team before selecting a corrective action

Correct answer: D

Why: Repeated symptoms indicate a systemic cause that should be understood before another remedy is chosen.

A. More detection may not remove the source of recurring defects.

B. Discovery does not establish causation and blame discourages transparency.

C. Past effort does not justify known nonconformance.

QUESTION 1234 Predictive | Task 1 | Moderate | Single answer

For a regulated water-treatment upgrade, requirements are stable, the technology is proven, and regulators require approved documentation before construction. A regulatory review is approaching, and the approved baseline remains the current authority. What should the project manager do first?

A. Confirm predictive suitability and tailor the required planning and control processes

B. Adopt an unplanned continuous-flow approach solely to appear agile, then document the rationale and review the result at the next governance checkpoint

C. Skip planning because the work has been done before, while briefing affected stakeholders and recording the expected effect on delivery

D. Freeze every detail against any authorized change, then update the relevant project records and monitor the outcome against the current plan

Correct answer: A

Why: Stable scope, proven methods, and documentation gates support a predictive approach while still requiring tailoring.

B. A label does not outweigh the project's stability and governance conditions.

C. Familiarity improves estimating but does not remove planning and compliance needs.

D. Predictive baselines can change through integrated change control.

QUESTION 1235 Predictive | Task 1 | Difficult | Single answer

A phase of a regulated water-treatment upgrade has been authorized, but detailed scope and the course of action have not been established. A regulatory review is approaching, and the approved baseline remains the current authority. What is the best next action?

A. Start executing all requested work immediately, while briefing affected stakeholders and recording the expected effect on delivery

B. Begin the appropriate planning processes before directing execution

C. Close the phase because authorization is complete

D. Perform final acceptance before defining scope

Correct answer: B

Why: Authorization is followed by planning sufficient to guide and control the work.

A. Execution without an integrated plan increases unmanaged scope and coordination risk.

C. Authorization starts the phase; it does not complete it.

D. Acceptance requires completed and verified deliverables.

QUESTION 1236 Predictive | Task 1 | Difficult | Single answer

The team for a regulated water-treatment upgrade is deciding communication formats, reporting frequency, and escalation paths. A regulatory review is approaching, and the approved baseline remains the current authority. How should the project manager proceed?

A. Treat it as Manage Communications because communication is being discussed, then update the relevant project records and monitor the outcome against the current plan

B. Treat it as Monitor Communications because reports will later be reviewed, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Treat the work as Plan Communications Management and document the agreed approach

D. Treat it as Control Scope because reports mention scope, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: C

Why: The team is deciding how communication will be performed rather than distributing information now.

A. Manage Communications carries out the approach; deciding it is planning.

B. Future monitoring does not change the current planning activity.

D. The subject of a report does not make communication planning a scope-control process.

QUESTION 1237 Predictive | Task 1 | Difficult | Single answer

During a regulated water-treatment upgrade, leaders ask whether actual progress supports the approved plan and forecast. A regulatory review is approaching, and the approved baseline remains the current authority. Which action best aligns with PMI practice?

A. Use Direct and Manage Project Work because all project activity is execution, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Close the project to obtain a final result

C. Develop the charter again to reset expectations

D. Use Monitor and Control Project Work to integrate performance information and recommend action

Correct answer: D

Why: The question concerns overall performance against the plan, not simply producing deliverables.

A. Direct and Manage performs work; it does not replace integrated performance review.

B. Closure is premature while performance and forecast are being evaluated.

C. A charter does not replace monitoring or authorized change.

QUESTION 1238 Predictive | Task 2 | Moderate | Single answer

A critical activity in a regulated water-treatment upgrade is forecast to finish late and no response has yet been selected. A regulatory review is approaching, and the approved baseline remains the current authority. What should the project manager do first?

A. Update the network analysis and evaluate the cause, float, downstream effects, and response options

B. Crash the activity immediately regardless of cost or resource availability

C. Delay a noncritical activity with available float and assume the project recovers

D. Change the deadline in the report without authorization

Correct answer: A

Why: Schedule action should follow current critical-path and impact analysis.

B. Crashing is one option and should be evaluated before commitment.

C. Moving unrelated work does not necessarily repair the critical-path delay.

D. A forecast is not authorization to alter the baseline.

QUESTION 1239 Predictive | Task 2 | Difficult | Single answer

The schedule for a regulated water-treatment upgrade is behind its baseline, but the source and effect on the completion date are unclear. A regulatory review is approaching, and the approved baseline remains the current authority. What is the best next action?

A. Request a new baseline immediately so variance becomes zero, while preserving an audit trail and escalating only if the selected response does not work

B. Analyze schedule data, critical path, float, and forecast before proposing corrective or change action

C. Add resources to every late activity, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Stop reporting the variance until the team catches up

Correct answer: B

Why: A variance must be understood before choosing the response or requesting a baseline change.

A. Rebaselining is not a substitute for performance analysis and authorization.

C. Only selected work may benefit, and added resources can increase cost or coordination risk.

D. Hiding performance information undermines control and governance.

QUESTION 1240 Predictive | Task 2 | Difficult | Single answer

A customer asks a developer on a regulated water-treatment upgrade to add an unapproved reporting feature during execution. A regulatory review is approaching, and the approved baseline remains the current authority. How should the project manager proceed?

A. Build it because the customer will eventually accept it

B. Reject it permanently because execution has started

C. Document the request and assess integrated impact through the change-control process before work begins

D. Ask the developer to work overtime without recording the request

Correct answer: C

Why: A requested baseline change must be analyzed and authorized before implementation.

A. Customer interest does not bypass the agreed change authority.

B. Changes can be considered after baselines exist.

D. Hidden work creates unmanaged scope, cost, schedule, and quality effects.

QUESTION 1241 Predictive | Task 2 | Difficult | Single answer

A completed deliverable from a regulated water-treatment upgrade has not yet been tested against its technical requirements. A regulatory review is approaching, and the approved baseline remains the current authority. Which action best aligns with PMI practice?

A. Ask the customer to accept it and test it later, with ownership assigned and progress reported through the normal project communication channel

B. Update the requirement to match whatever was built, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Close the work package based on percent complete

D. Perform the planned quality-control inspection before presenting it for formal acceptance

Correct answer: D

Why: Correctness and conformance should be established before scope validation.

A. Formal acceptance should not replace planned verification.

B. Requirements cannot be changed merely to avoid testing.

C. Completion reporting does not prove conformance.

QUESTION 1242 Predictive | Task 2 | Moderate | Single answer

The customer rejects a verified deliverable from a regulated water-treatment upgrade, citing an expectation not found in the approved requirements. A regulatory review is approaching, and the approved baseline remains the current authority. What should the project manager do first?

A. Review the acceptance criteria and traceability with the customer, clarify the gap, and use change control if a new need is confirmed

B. Rework the deliverable immediately to satisfy the verbal expectation, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Insist that the customer accept it without discussion

D. Remove the customer from validation activities

Correct answer: A

Why: The project manager should distinguish nonconformance from a new or misunderstood requirement before acting.

B. Immediate rework may implement unapproved scope.

C. Formal criteria matter, but the discrepancy should be understood and managed collaboratively.

D. Excluding the acceptance authority does not resolve the requirement gap.

QUESTION 1243 Predictive | Task 2 | Difficult | Single answer

Two critical activities in a regulated water-treatment upgrade require the same specialist during the same week. A regulatory review is approaching, and the approved baseline remains the current authority. What is the best next action?

A. Assign the specialist to both activities at full capacity, while keeping the current delivery target and asking the team to report any resulting variance

B. Analyze resource availability, activity logic, float, and alternatives before leveling or changing the schedule

C. Level resources without checking the critical path, then brief the governance group and measure the response against the agreed success criteria

D. Remove one activity from the scope without approval, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: B

Why: The conflict must be evaluated in the network context before selecting a resource or schedule response.

A. This creates an impossible plan.

C. Leveling can change dates and the critical path, so impacts must be understood.

D. A resource conflict does not authorize a scope change.

QUESTION 1244 Predictive | Task 2 | Difficult | Single answer

A documented risk trigger occurs during a regulated water-treatment upgrade, and the approved response remains feasible. A regulatory review is approaching, and the approved baseline remains the current authority. How should the project manager proceed?

A. Restart risk identification before taking any response, then brief the governance group and measure the response against the agreed success criteria

B. Wait for the risk to become more severe

C. Have the risk owner implement the agreed response and update risk and performance information

D. Change the response owner without discussion or authority

Correct answer: C

Why: A triggered, approved response should be executed and its effectiveness tracked.

A. Identification is not a reason to delay an applicable planned action.

B. Delay may increase impact after the trigger has already occurred.

D. Ownership changes should be deliberate and documented.

QUESTION 1245 Predictive | Task 2 | Difficult | Single answer

A previously unknown supplier uncertainty emerges during a regulated water-treatment upgrade, but it has not yet affected work. A regulatory review is approaching, and the approved baseline remains the current authority. Which action best aligns with PMI practice?

A. Record it as an issue and implement corrective action, with supporting documentation completed and the outcome checked during the next control cycle

B. Choose risk avoidance without considering probability, impact, or alternatives, then document the rationale and review the result at the next governance checkpoint

C. Ignore it because the risk register was approved earlier, while briefing affected stakeholders and recording the expected effect on delivery

D. Record the risk and perform the agreed qualitative analysis before selecting a response

Correct answer: D

Why: New uncertainty should be identified and prioritized before response planning.

A. It has not occurred, so it remains a risk.

B. Response strategy should follow analysis.

C. Risk identification continues throughout the project.

QUESTION 1246 Predictive | Task 2 | Moderate | Single answer

Two approved documents for a regulated water-treatment upgrade describe a required calculation differently just before development starts. A regulatory review is approaching, and the approved baseline remains the current authority. What should the project manager do first?

A. Resolve the inconsistency with the requirement owners and update traceability before implementing either version

B. Let the developer choose the simpler version, then document the rationale and review the result at the next governance checkpoint

C. Build both versions and ask later, while briefing affected stakeholders and recording the expected effect on delivery

D. Use the newest document automatically without checking approval and traceability

Correct answer: A

Why: The authoritative requirement must be clarified before work creates avoidable rework.

B. Implementation preference does not determine the approved need.

C. Duplicated work avoids the decision and increases cost.

D. Recency alone does not establish authority.

QUESTION 1247 Predictive | Task 2 | Difficult | Single answer

A work package for a regulated water-treatment upgrade is too large for reliable estimating and accountability. A regulatory review is approaching, and the approved baseline remains the current authority. What is the best next action?

A. Remove difficult work until the estimate appears reliable

B. Decompose it into manageable activities or lower-level work while preserving the 100 percent rule

C. Assign the entire package to one person without further analysis

D. Create unrelated activities to make the schedule look detailed

Correct answer: B

Why: Decomposition improves estimating and control without adding or omitting scope.

A. Decomposition must preserve the approved scope.

C. Assignment does not solve poor definition or estimability.

D. Detail should represent necessary work, not artificial activity counts.

QUESTION 1248 Predictive | Task 2 | Difficult | Single answer

The network for a regulated water-treatment upgrade shows construction starting before mandatory design approval with no authorized overlap. A regulatory review is approaching, and the approved baseline remains the current authority. How should the project manager proceed?

A. Keep the link because it produces an earlier finish date, then update the relevant project records and monitor the outcome against the current plan

B. Add lag to an unrelated activity, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Validate and correct the dependency logic before recalculating the schedule

D. Publish the schedule and explain the logic later

Correct answer: C

Why: Mandatory approval logic must be represented accurately before dates and critical paths are trusted.

A. A favorable date does not justify invalid logic.

B. Unrelated lag does not correct the defective dependency.

D. Decision makers should not rely on a schedule known to be invalid.

QUESTION 1249 Predictive | Task 2 | Difficult | Single answer

Two estimators give very different duration estimates for the same activity in a regulated water-treatment upgrade. A regulatory review is approaching, and the approved baseline remains the current authority. Which action best aligns with PMI practice?

A. Select the shorter estimate to protect the deadline

B. Average the numbers without discussing assumptions

C. Ask the sponsor to estimate the technical activity

D. Compare assumptions, resource calendars, uncertainty, historical evidence, and estimating methods before reconciling the estimate

Correct answer: D

Why: The basis of estimate explains the difference and supports a defensible result.

A. Schedule preference is not evidence.

B. A mean can conceal fundamentally different scope or resource assumptions.

C. The sponsor need not possess the detailed estimating evidence.

QUESTION 1250 Predictive | Task 3 | Moderate | Single answer

A control chart for a regulated water-treatment upgrade shows a nonrandom trend toward the upper control limit even though no point is outside it. A regulatory review is approaching, and the approved baseline remains the current authority. What should the project manager do first?

A. Investigate the special-cause pattern and process conditions before the process produces defects

B. Take no action until a defect occurs, then communicate the direction to the team and track whether it removes the immediate constraint

C. Move the control limit so the trend appears centered, while preserving an audit trail and escalating only if the selected response does not work

D. Inspect only the final product and ignore the process, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: A

Why: A nonrandom trend can signal instability before a limit is crossed.

B. Control-chart patterns support proactive investigation.

C. Limits should not be manipulated to hide process behavior.

D. End inspection may detect defects but does not address the emerging process cause.

Questions 1251-1300

QUESTION 1251 Predictive | Task 3 | Difficult | Single answer

A baseline change for a regulated water-treatment upgrade has been approved by the authorized body. A regulatory review is approaching, and the approved baseline remains the current authority. What is the best next action?

A. Implement it but leave the baseline unchanged, while preserving an audit trail and escalating only if the selected response does not work

B. Update the affected baselines, plans, documents, and communications, then direct implementation

C. Ask the change board to perform the technical work

D. Reanalyze whether the team personally agrees before recording the decision

Correct answer: B

Why: Approved changes must be incorporated into the controlled project information before and during execution.

A. Performance would then be measured against obsolete approved information.

C. The board authorizes; the project team implements.

D. New evidence can be raised, but personal disagreement does not suspend an authorized decision.

QUESTION 1252 Predictive | Task 3 | Difficult | Single answer

A status report for a regulated water-treatment upgrade shows a large cost variance that conflicts with the source-system transactions. A regulatory review is approaching, and the approved baseline remains the current authority. How should the project manager proceed?

A. Report the alarming figure because conservative reporting is always safer, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Delete the variance from all records, with ownership assigned and progress reported through the normal project communication channel

C. Validate the underlying work performance data and calculation before communicating a conclusion or corrective action

D. Change the cost baseline to match the report, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: C

Why: Reliable analysis depends on accurate source data and calculation.

A. Known inconsistency should be resolved rather than amplified.

B. Removing evidence does not correct the data or calculation.

D. A suspect report cannot justify rebaselining.

QUESTION 1253 Predictive | Task 3 | Difficult | Single answer

CPI and SPI for a regulated water-treatment upgrade are both below 1.0, but leaders ask for an immediate recovery commitment. A regulatory review is approaching, and the approved baseline remains the current authority. Which action best aligns with PMI practice?

A. Promise recovery to the original budget and date without analysis, with ownership assigned and progress reported through the normal project communication channel

B. Use SPI alone to forecast every cost outcome

C. Stop calculating EVM because the results are unfavorable

D. Analyze the variances, forecast EAC and completion, and identify root causes before committing to a response

Correct answer: D

Why: Performance indices signal a problem but do not alone identify the cause or feasible recovery action.

A. A commitment without forecast or cause analysis may be unrealistic.

B. Schedule efficiency does not replace cost analysis.

C. Unfavorable information is necessary for informed control.

QUESTION 1254 Predictive | Task 1 | Moderate | Single answer

For an airport terminal expansion, requirements are stable, the technology is proven, and regulators require approved documentation before construction. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What is the best next action?

A. Confirm predictive suitability and tailor the required planning and control processes

B. Adopt an unplanned continuous-flow approach solely to appear agile

C. Skip planning because the work has been done before

D. Freeze every detail against any authorized change

Correct answer: A

Why: Stable scope, proven methods, and documentation gates support a predictive approach while still requiring tailoring.

B. A label does not outweigh the project's stability and governance conditions.

C. Familiarity improves estimating but does not remove planning and compliance needs.

D. Predictive baselines can change through integrated change control.

QUESTION 1255 Predictive | Task 1 | Difficult | Single answer

A phase of an airport terminal expansion has been authorized, but detailed scope and the course of action have not been established. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. How should the project manager proceed?

A. Start executing all requested work immediately, then brief the governance group and measure the response against the agreed success criteria

B. Begin the appropriate planning processes before directing execution

C. Close the phase because authorization is complete, with supporting documentation completed and the outcome checked during the next control cycle

D. Perform final acceptance before defining scope

Correct answer: B

Why: Authorization is followed by planning sufficient to guide and control the work.

A. Execution without an integrated plan increases unmanaged scope and coordination risk.

C. Authorization starts the phase; it does not complete it.

D. Acceptance requires completed and verified deliverables.

QUESTION 1256 Predictive | Task 1 | Difficult | Single answer

The team for an airport terminal expansion is deciding communication formats, reporting frequency, and escalation paths. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. Which action best aligns with PMI practice?

A. Treat it as Manage Communications because communication is being discussed

B. Treat it as Monitor Communications because reports will later be reviewed

C. Treat the work as Plan Communications Management and document the agreed approach

D. Treat it as Control Scope because reports mention scope

Correct answer: C

Why: The team is deciding how communication will be performed rather than distributing information now.

A. Manage Communications carries out the approach; deciding it is planning.

B. Future monitoring does not change the current planning activity.

D. The subject of a report does not make communication planning a scope-control process.

QUESTION 1257 Predictive | Task 1 | Difficult | Single answer

During an airport terminal expansion, leaders ask whether actual progress supports the approved plan and forecast. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What should the project manager do first?

A. Use Direct and Manage Project Work because all project activity is execution, then document the rationale and review the result at the next governance checkpoint

B. Close the project to obtain a final result, while briefing affected stakeholders and recording the expected effect on delivery

C. Develop the charter again to reset expectations

D. Use Monitor and Control Project Work to integrate performance information and recommend action

Correct answer: D

Why: The question concerns overall performance against the plan, not simply producing deliverables.

A. Direct and Manage performs work; it does not replace integrated performance review.

B. Closure is premature while performance and forecast are being evaluated.

C. A charter does not replace monitoring or authorized change.

QUESTION 1258 Predictive | Task 2 | Moderate | Single answer

A critical activity in an airport terminal expansion is forecast to finish late and no response has yet been selected. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What is the best next action?

A. Update the network analysis and evaluate the cause, float, downstream effects, and response options

B. Crash the activity immediately regardless of cost or resource availability, while briefing affected stakeholders and recording the expected effect on delivery

C. Delay a noncritical activity with available float and assume the project recovers

D. Change the deadline in the report without authorization

Correct answer: A

Why: Schedule action should follow current critical-path and impact analysis.

B. Crashing is one option and should be evaluated before commitment.

C. Moving unrelated work does not necessarily repair the critical-path delay.

D. A forecast is not authorization to alter the baseline.

QUESTION 1259 Predictive | Task 2 | Difficult | Single answer

The schedule for an airport terminal expansion is behind its baseline, but the source and effect on the completion date are unclear. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. How should the project manager proceed?

A. Request a new baseline immediately so variance becomes zero, then update the relevant project records and monitor the outcome against the current plan

B. Analyze schedule data, critical path, float, and forecast before proposing corrective or change action

C. Add resources to every late activity, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Stop reporting the variance until the team catches up, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: B

Why: A variance must be understood before choosing the response or requesting a baseline change.

A. Rebaselining is not a substitute for performance analysis and authorization.

C. Only selected work may benefit, and added resources can increase cost or coordination risk.

D. Hiding performance information undermines control and governance.

QUESTION 1260 Predictive | Task 2 | Difficult | Single answer

A customer asks a developer on an airport terminal expansion to add an unapproved reporting feature during execution. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. Which action best aligns with PMI practice?

A. Build it because the customer will eventually accept it, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Reject it permanently because execution has started

C. Document the request and assess integrated impact through the change-control process before work begins

D. Ask the developer to work overtime without recording the request

Correct answer: C

Why: A requested baseline change must be analyzed and authorized before implementation.

A. Customer interest does not bypass the agreed change authority.

B. Changes can be considered after baselines exist.

D. Hidden work creates unmanaged scope, cost, schedule, and quality effects.

QUESTION 1261 Predictive | Task 2 | Difficult | Single answer

A completed deliverable from an airport terminal expansion has not yet been tested against its technical requirements. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What should the project manager do first?

A. Ask the customer to accept it and test it later, then communicate the direction to the team and track whether it removes the immediate constraint

B. Update the requirement to match whatever was built, while preserving an audit trail and escalating only if the selected response does not work

C. Close the work package based on percent complete, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Perform the planned quality-control inspection before presenting it for formal acceptance

Correct answer: D

Why: Correctness and conformance should be established before scope validation.

A. Formal acceptance should not replace planned verification.

B. Requirements cannot be changed merely to avoid testing.

C. Completion reporting does not prove conformance.

QUESTION 1262 Predictive | Task 2 | Moderate | Single answer

The customer rejects a verified deliverable from an airport terminal expansion, citing an expectation not found in the approved requirements. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What is the best next action?

A. Review the acceptance criteria and traceability with the customer, clarify the gap, and use change control if a new need is confirmed

B. Rework the deliverable immediately to satisfy the verbal expectation, while preserving an audit trail and escalating only if the selected response does not work

C. Insist that the customer accept it without discussion, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Remove the customer from validation activities

Correct answer: A

Why: The project manager should distinguish nonconformance from a new or misunderstood requirement before acting.

B. Immediate rework may implement unapproved scope.

C. Formal criteria matter, but the discrepancy should be understood and managed collaboratively.

D. Excluding the acceptance authority does not resolve the requirement gap.

QUESTION 1263 Predictive | Task 2 | Difficult | Single answer

Two critical activities in an airport terminal expansion require the same specialist during the same week. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. How should the project manager proceed?

A. Assign the specialist to both activities at full capacity

B. Analyze resource availability, activity logic, float, and alternatives before leveling or changing the schedule

C. Level resources without checking the critical path

D. Remove one activity from the scope without approval

Correct answer: B

Why: The conflict must be evaluated in the network context before selecting a resource or schedule response.

A. This creates an impossible plan.

C. Leveling can change dates and the critical path, so impacts must be understood.

D. A resource conflict does not authorize a scope change.

QUESTION 1264 Predictive | Task 2 | Difficult | Single answer

A documented risk trigger occurs during an airport terminal expansion, and the approved response remains feasible. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. Which action best aligns with PMI practice?

A. Restart risk identification before taking any response, with ownership assigned and progress reported through the normal project communication channel

B. Wait for the risk to become more severe, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Have the risk owner implement the agreed response and update risk and performance information

D. Change the response owner without discussion or authority

Correct answer: C

Why: A triggered, approved response should be executed and its effectiveness tracked.

A. Identification is not a reason to delay an applicable planned action.

B. Delay may increase impact after the trigger has already occurred.

D. Ownership changes should be deliberate and documented.

QUESTION 1265 Predictive | Task 2 | Difficult | Single answer

A previously unknown supplier uncertainty emerges during an airport terminal expansion, but it has not yet affected work. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What should the project manager do first?

A. Record it as an issue and implement corrective action

B. Choose risk avoidance without considering probability, impact, or alternatives

C. Ignore it because the risk register was approved earlier

D. Record the risk and perform the agreed qualitative analysis before selecting a response

Correct answer: D

Why: New uncertainty should be identified and prioritized before response planning.

A. It has not occurred, so it remains a risk.

B. Response strategy should follow analysis.

C. Risk identification continues throughout the project.

QUESTION 1266 Predictive | Task 2 | Moderate | Single answer

Two approved documents for an airport terminal expansion describe a required calculation differently just before development starts. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What is the best next action?

A. Resolve the inconsistency with the requirement owners and update traceability before implementing either version

B. Let the developer choose the simpler version, while keeping the current delivery target and asking the team to report any resulting variance

C. Build both versions and ask later, then brief the governance group and measure the response against the agreed success criteria

D. Use the newest document automatically without checking approval and traceability, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: A

Why: The authoritative requirement must be clarified before work creates avoidable rework.

B. Implementation preference does not determine the approved need.

C. Duplicated work avoids the decision and increases cost.

D. Recency alone does not establish authority.

QUESTION 1267 Predictive | Task 2 | Difficult | Single answer

A work package for an airport terminal expansion is too large for reliable estimating and accountability. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. How should the project manager proceed?

A. Remove difficult work until the estimate appears reliable, then brief the governance group and measure the response against the agreed success criteria

B. Decompose it into manageable activities or lower-level work while preserving the 100 percent rule

C. Assign the entire package to one person without further analysis

D. Create unrelated activities to make the schedule look detailed

Correct answer: B

Why: Decomposition improves estimating and control without adding or omitting scope.

A. Decomposition must preserve the approved scope.

C. Assignment does not solve poor definition or estimability.

D. Detail should represent necessary work, not artificial activity counts.

QUESTION 1268 Predictive | Task 2 | Difficult | Single answer

The network for an airport terminal expansion shows construction starting before mandatory design approval with no authorized overlap. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. Which action best aligns with PMI practice?

A. Keep the link because it produces an earlier finish date, with supporting documentation completed and the outcome checked during the next control cycle

B. Add lag to an unrelated activity, then document the rationale and review the result at the next governance checkpoint

C. Validate and correct the dependency logic before recalculating the schedule

D. Publish the schedule and explain the logic later, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: C

Why: Mandatory approval logic must be represented accurately before dates and critical paths are trusted.

A. A favorable date does not justify invalid logic.

B. Unrelated lag does not correct the defective dependency.

D. Decision makers should not rely on a schedule known to be invalid.

QUESTION 1269 Predictive | Task 2 | Difficult | Single answer

Two estimators give very different duration estimates for the same activity in an airport terminal expansion. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What should the project manager do first?

A. Select the shorter estimate to protect the deadline, then document the rationale and review the result at the next governance checkpoint

B. Average the numbers without discussing assumptions

C. Ask the sponsor to estimate the technical activity

D. Compare assumptions, resource calendars, uncertainty, historical evidence, and estimating methods before reconciling the estimate

Correct answer: D

Why: The basis of estimate explains the difference and supports a defensible result.

A. Schedule preference is not evidence.

B. A mean can conceal fundamentally different scope or resource assumptions.

C. The sponsor need not possess the detailed estimating evidence.

QUESTION 1270 Predictive | Task 3 | Moderate | Single answer

A control chart for an airport terminal expansion shows a nonrandom trend toward the upper control limit even though no point is outside it. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What is the best next action?

A. Investigate the special-cause pattern and process conditions before the process produces defects

B. Take no action until a defect occurs

C. Move the control limit so the trend appears centered

D. Inspect only the final product and ignore the process

Correct answer: A

Why: A nonrandom trend can signal instability before a limit is crossed.

B. Control-chart patterns support proactive investigation.

C. Limits should not be manipulated to hide process behavior.

D. End inspection may detect defects but does not address the emerging process cause.

QUESTION 1271 Predictive | Task 3 | Difficult | Single answer

A baseline change for an airport terminal expansion has been approved by the authorized body. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. How should the project manager proceed?

A. Implement it but leave the baseline unchanged, then update the relevant project records and monitor the outcome against the current plan

B. Update the affected baselines, plans, documents, and communications, then direct implementation

C. Ask the change board to perform the technical work, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Reanalyze whether the team personally agrees before recording the decision

Correct answer: B

Why: Approved changes must be incorporated into the controlled project information before and during execution.

A. Performance would then be measured against obsolete approved information.

C. The board authorizes; the project team implements.

D. New evidence can be raised, but personal disagreement does not suspend an authorized decision.

QUESTION 1272 Predictive | Task 3 | Difficult | Single answer

A status report for an airport terminal expansion shows a large cost variance that conflicts with the source-system transactions. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. Which action best aligns with PMI practice?

A. Report the alarming figure because conservative reporting is always safer

B. Delete the variance from all records

C. Validate the underlying work performance data and calculation before communicating a conclusion or corrective action

D. Change the cost baseline to match the report

Correct answer: C

Why: Reliable analysis depends on accurate source data and calculation.

A. Known inconsistency should be resolved rather than amplified.

B. Removing evidence does not correct the data or calculation.

D. A suspect report cannot justify rebaselining.

QUESTION 1273 Predictive | Task 3 | Difficult | Single answer

CPI and SPI for an airport terminal expansion are both below 1.0, but leaders ask for an immediate recovery commitment. Multiple contractors are mobilized, and a premature instruction could affect dependent work packages. What should the project manager do first?

A. Promise recovery to the original budget and date without analysis, then communicate the direction to the team and track whether it removes the immediate constraint

B. Use SPI alone to forecast every cost outcome, while preserving an audit trail and escalating only if the selected response does not work

C. Stop calculating EVM because the results are unfavorable

D. Analyze the variances, forecast EAC and completion, and identify root causes before committing to a response

Correct answer: D

Why: Performance indices signal a problem but do not alone identify the cause or feasible recovery action.

A. A commitment without forecast or cause analysis may be unrealistic.

B. Schedule efficiency does not replace cost analysis.

C. Unfavorable information is necessary for informed control.

QUESTION 1274 Predictive | Task 1 | Moderate | Single answer

For a banking data-center migration, requirements are stable, the technology is proven, and regulators require approved documentation before construction. The cutover window is fixed, but audit evidence is required before the team changes course. How should the project manager proceed?

A. Confirm predictive suitability and tailor the required planning and control processes

B. Adopt an unplanned continuous-flow approach solely to appear agile, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Skip planning because the work has been done before

D. Freeze every detail against any authorized change

Correct answer: A

Why: Stable scope, proven methods, and documentation gates support a predictive approach while still requiring tailoring.

B. A label does not outweigh the project's stability and governance conditions.

C. Familiarity improves estimating but does not remove planning and compliance needs.

D. Predictive baselines can change through integrated change control.

QUESTION 1275 Predictive | Task 1 | Difficult | Single answer

A phase of a banking data-center migration has been authorized, but detailed scope and the course of action have not been established. The cutover window is fixed, but audit evidence is required before the team changes course. Which action best aligns with PMI practice?

A. Start executing all requested work immediately, with ownership assigned and progress reported through the normal project communication channel

B. Begin the appropriate planning processes before directing execution

C. Close the phase because authorization is complete, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Perform final acceptance before defining scope, while keeping the current delivery target and asking the team to report any resulting variance

Correct answer: B

Why: Authorization is followed by planning sufficient to guide and control the work.

A. Execution without an integrated plan increases unmanaged scope and coordination risk.

C. Authorization starts the phase; it does not complete it.

D. Acceptance requires completed and verified deliverables.

QUESTION 1276 Predictive | Task 1 | Difficult | Single answer

The team for a banking data-center migration is deciding communication formats, reporting frequency, and escalation paths. The cutover window is fixed, but audit evidence is required before the team changes course. What should the project manager do first?

A. Treat it as Manage Communications because communication is being discussed, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Treat it as Monitor Communications because reports will later be reviewed

C. Treat the work as Plan Communications Management and document the agreed approach

D. Treat it as Control Scope because reports mention scope

Correct answer: C

Why: The team is deciding how communication will be performed rather than distributing information now.

A. Manage Communications carries out the approach; deciding it is planning.

B. Future monitoring does not change the current planning activity.

D. The subject of a report does not make communication planning a scope-control process.

QUESTION 1277 Predictive | Task 1 | Difficult | Single answer

During a banking data-center migration, leaders ask whether actual progress supports the approved plan and forecast. The cutover window is fixed, but audit evidence is required before the team changes course. What is the best next action?

A. Use Direct and Manage Project Work because all project activity is execution, while keeping the current delivery target and asking the team to report any resulting variance

B. Close the project to obtain a final result, then brief the governance group and measure the response against the agreed success criteria

C. Develop the charter again to reset expectations, with supporting documentation completed and the outcome checked during the next control cycle

D. Use Monitor and Control Project Work to integrate performance information and recommend action

Correct answer: D

Why: The question concerns overall performance against the plan, not simply producing deliverables.

A. Direct and Manage performs work; it does not replace integrated performance review.

B. Closure is premature while performance and forecast are being evaluated.

C. A charter does not replace monitoring or authorized change.

QUESTION 1278 Predictive | Task 2 | Moderate | Single answer

A critical activity in a banking data-center migration is forecast to finish late and no response has yet been selected. The cutover window is fixed, but audit evidence is required before the team changes course. How should the project manager proceed?

A. Update the network analysis and evaluate the cause, float, downstream effects, and response options

B. Crash the activity immediately regardless of cost or resource availability, then brief the governance group and measure the response against the agreed success criteria

C. Delay a noncritical activity with available float and assume the project recovers, with supporting documentation completed and the outcome checked during the next control cycle

D. Change the deadline in the report without authorization

Correct answer: A

Why: Schedule action should follow current critical-path and impact analysis.

B. Crashing is one option and should be evaluated before commitment.

C. Moving unrelated work does not necessarily repair the critical-path delay.

D. A forecast is not authorization to alter the baseline.

QUESTION 1279 Predictive | Task 2 | Difficult | Single answer

The schedule for a banking data-center migration is behind its baseline, but the source and effect on the completion date are unclear. The cutover window is fixed, but audit evidence is required before the team changes course. Which action best aligns with PMI practice?

A. Request a new baseline immediately so variance becomes zero

B. Analyze schedule data, critical path, float, and forecast before proposing corrective or change action

C. Add resources to every late activity

D. Stop reporting the variance until the team catches up

Correct answer: B

Why: A variance must be understood before choosing the response or requesting a baseline change.

A. Rebaselining is not a substitute for performance analysis and authorization.

C. Only selected work may benefit, and added resources can increase cost or coordination risk.

D. Hiding performance information undermines control and governance.

QUESTION 1280 Predictive | Task 2 | Difficult | Single answer

A customer asks a developer on a banking data-center migration to add an unapproved reporting feature during execution. The cutover window is fixed, but audit evidence is required before the team changes course. What should the project manager do first?

A. Build it because the customer will eventually accept it, then document the rationale and review the result at the next governance checkpoint

B. Reject it permanently because execution has started, while briefing affected stakeholders and recording the expected effect on delivery

C. Document the request and assess integrated impact through the change-control process before work begins

D. Ask the developer to work overtime without recording the request

Correct answer: C

Why: A requested baseline change must be analyzed and authorized before implementation.

A. Customer interest does not bypass the agreed change authority.

B. Changes can be considered after baselines exist.

D. Hidden work creates unmanaged scope, cost, schedule, and quality effects.

QUESTION 1281 Predictive | Task 2 | Difficult | Single answer

A completed deliverable from a banking data-center migration has not yet been tested against its technical requirements. The cutover window is fixed, but audit evidence is required before the team changes course. What is the best next action?

A. Ask the customer to accept it and test it later

B. Update the requirement to match whatever was built

C. Close the work package based on percent complete

D. Perform the planned quality-control inspection before presenting it for formal acceptance

Correct answer: D

Why: Correctness and conformance should be established before scope validation.

A. Formal acceptance should not replace planned verification.

B. Requirements cannot be changed merely to avoid testing.

C. Completion reporting does not prove conformance.

QUESTION 1282 Predictive | Task 2 | Moderate | Single answer

The customer rejects a verified deliverable from a banking data-center migration, citing an expectation not found in the approved requirements. The cutover window is fixed, but audit evidence is required before the team changes course. How should the project manager proceed?

A. Review the acceptance criteria and traceability with the customer, clarify the gap, and use change control if a new need is confirmed

B. Rework the deliverable immediately to satisfy the verbal expectation, then update the relevant project records and monitor the outcome against the current plan

C. Insist that the customer accept it without discussion, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Remove the customer from validation activities, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: A

Why: The project manager should distinguish nonconformance from a new or misunderstood requirement before acting.

B. Immediate rework may implement unapproved scope.

C. Formal criteria matter, but the discrepancy should be understood and managed collaboratively.

D. Excluding the acceptance authority does not resolve the requirement gap.

QUESTION 1283 Predictive | Task 2 | Difficult | Single answer

Two critical activities in a banking data-center migration require the same specialist during the same week. The cutover window is fixed, but audit evidence is required before the team changes course. Which action best aligns with PMI practice?

A. Assign the specialist to both activities at full capacity, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Analyze resource availability, activity logic, float, and alternatives before leveling or changing the schedule

C. Level resources without checking the critical path

D. Remove one activity from the scope without approval

Correct answer: B

Why: The conflict must be evaluated in the network context before selecting a resource or schedule response.

A. This creates an impossible plan.

C. Leveling can change dates and the critical path, so impacts must be understood.

D. A resource conflict does not authorize a scope change.

QUESTION 1284 Predictive | Task 2 | Difficult | Single answer

A documented risk trigger occurs during a banking data-center migration, and the approved response remains feasible. The cutover window is fixed, but audit evidence is required before the team changes course. What should the project manager do first?

A. Restart risk identification before taking any response, then communicate the direction to the team and track whether it removes the immediate constraint

B. Wait for the risk to become more severe, while preserving an audit trail and escalating only if the selected response does not work

C. Have the risk owner implement the agreed response and update risk and performance information

D. Change the response owner without discussion or authority, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: C

Why: A triggered, approved response should be executed and its effectiveness tracked.

A. Identification is not a reason to delay an applicable planned action.

B. Delay may increase impact after the trigger has already occurred.

D. Ownership changes should be deliberate and documented.

QUESTION 1285 Agile | Task 1 | Difficult | Single answer

Mid-Sprint in a mobile payment product, a senior stakeholder asks for an urgent feature unrelated to the Sprint Goal. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Add it immediately because the requester is senior, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Tell the stakeholder that Agile never allows change

C. Ask each developer to decide independently whether to add it

D. Have the Product Owner assess and order the request in the Product Backlog while the team protects the Sprint Goal

Correct answer: D

Why: New work is made transparent and prioritized through the Product Owner rather than inserted by authority.

A. Hierarchy does not replace product ordering or Sprint focus.

B. Agile welcomes change, but it is handled through the backlog and Sprint Goal.

C. Uncoordinated insertion undermines the shared Sprint plan.

QUESTION 1286 Agile | Task 1 | Moderate | Single answer

A Sprint Review for a mobile payment product reveals that users value a different workflow than the one forecast in the release plan. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Collaborate with stakeholders and Product Owner to adapt the backlog and release forecast using the evidence

B. Continue the old forecast because changing it would show poor planning

C. Rebuild the entire product before discussing priorities

D. Hide the feedback until the release is complete

Correct answer: A

Why: Empiricism uses feedback to revise future work while keeping decisions transparent.

B. A forecast should adapt when validated learning changes value assumptions.

C. Large action before prioritization and analysis risks waste.

D. Delayed transparency prevents timely value decisions.

QUESTION 1287 Agile | Task 1 | Difficult | Single answer

For a mobile payment product, needs are evolving, users are available for frequent feedback, and usable increments can be delivered safely. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What is the best next action?

A. Freeze all requirements before any work begins, while preserving an audit trail and escalating only if the selected response does not work

B. Select and tailor an adaptive approach with short feedback cycles

C. Avoid all documentation because the approach is adaptive, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Choose a framework solely because another organization uses it

Correct answer: B

Why: Evolving needs and incremental delivery opportunities favor learning through frequent inspection and adaptation.

A. Premature closure of evolving needs reduces learning and value.

C. Adaptive work still uses sufficient documentation and governance.

D. Context and constraints, not popularity, determine suitability.

QUESTION 1288 Agile | Task 1 | Difficult | Single answer

Executives supporting a mobile payment product want certainty about every feature six months ahead despite high product uncertainty. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. How should the project manager proceed?

A. Promise the exact scope and date to secure support

B. Refuse to give executives any forecast

C. Explain forecast ranges and assumptions, provide transparent progress and value evidence, and refine forecasts as learning increases

D. Lock the backlog and prohibit customer feedback

Correct answer: C

Why: Adaptive governance relies on evidence and progressively improved forecasts rather than false precision.

A. False certainty creates unreliable commitments.

B. Adaptive teams still forecast and support governance decisions.

D. This removes a primary mechanism for managing uncertainty and value.

QUESTION 1289 Agile | Task 2 | Difficult | Single answer

Several high-priority items for the next Sprint of a mobile payment product are too large and lack acceptance criteria. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Commit all items during Sprint Planning and clarify them afterward, with ownership assigned and progress reported through the normal project communication channel

B. Move every unclear item to the current Sprint, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Ask management to write the technical tasks without the team

D. Refine, split, clarify, and estimate the items with the Product Owner before Sprint Planning

Correct answer: D

Why: Refinement makes upcoming work sufficiently understood for selection and delivery.

A. Commitment before sufficient understanding increases Sprint risk.

B. Urgency does not create readiness.

C. The delivery team needs shared understanding and ownership of the work.

QUESTION 1290 Agile | Task 2 | Moderate | Single answer

The team on a mobile payment product cannot finish every selected item before the fixed Sprint end. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Collaborate with the Product Owner to preserve the Sprint Goal and renegotiate scope without extending the timebox

B. Extend the Sprint until every item is complete, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Mark unfinished items complete to protect velocity

D. Require sustained overtime without examining the cause

Correct answer: A

Why: The timebox remains fixed while scope is adjusted transparently around the goal.

B. Changing the timebox undermines cadence and feedback predictability.

C. False completion violates transparency and the Definition of Done.

D. Overtime hides capacity or planning problems and is not a sustainable first response.

QUESTION 1291 Agile | Task 2 | Difficult | Single answer

Velocity was stable for a mobile payment product, but two team members will be unavailable during the next iteration. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What is the best next action?

A. Commit the usual amount because velocity can never change, while keeping the current delivery target and asking the team to report any resulting variance

B. Adjust the iteration forecast using actual capacity and historical evidence

C. Increase story-point values so the numbers still match, then brief the governance group and measure the response against the agreed success criteria

D. Add unrelated work to motivate the smaller team, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: B

Why: A forecast should reflect both demonstrated delivery and current availability.

A. Velocity is historical evidence, not a guaranteed quota independent of capacity.

C. Re-estimating to preserve a metric corrupts transparency.

D. More work does not restore lost capacity.

QUESTION 1292 Agile | Task 2 | Difficult | Single answer

A feature in a mobile payment product works in a developer environment but has not passed the tests required by the Definition of Done. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. How should the project manager proceed?

A. Count it as complete because coding ended, then brief the governance group and measure the response against the agreed success criteria

B. Lower the Definition of Done for this feature without team and product governance

C. Keep it incomplete, address the remaining quality work, and make the status transparent

D. Demonstrate it as finished and disclose the missing tests later

Correct answer: C

Why: An increment is complete only when it meets the shared Definition of Done.

A. Coding completion is not the agreed quality standard.

B. Selective weakening hides quality and creates inconsistency.

D. This misrepresents the increment during inspection.

QUESTION 1293 Agile | Task 3 | Difficult | Single answer

Velocity for a mobile payment product declines for three iterations while team composition and work type are changing. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Set a mandatory higher velocity target for the next iteration, with supporting documentation completed and the outcome checked during the next control cycle

B. Replace the lowest-output person based only on story points, then document the rationale and review the result at the next governance checkpoint

C. Double every estimate so velocity appears restored, while briefing affected stakeholders and recording the expected effect on delivery

D. Use the retrospective and delivery data to investigate causes before changing commitments or people

Correct answer: D

Why: Velocity is a diagnostic and forecasting aid; context and root causes must be understood.

A. Velocity is not a productivity quota and can be gamed.

B. Story points do not reliably measure individual performance.

C. Changing the scale hides rather than improves delivery.

QUESTION 1294 Agile | Task 3 | Moderate | Single answer

The cumulative flow diagram for a mobile payment product shows the testing band widening each week. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Investigate the testing constraint and adjust WIP, swarming, capability, or flow policies

B. Start more development work to keep everyone busy, then document the rationale and review the result at the next governance checkpoint

C. Change the chart colors so the bands look balanced, while briefing affected stakeholders and recording the expected effect on delivery

D. Use a burnup chart to hide workflow-state data

Correct answer: A

Why: A widening band indicates accumulation in that state and should guide system-level improvement.

B. More upstream work will likely worsen the testing queue.

C. Presentation does not change the flow constraint.

D. Burnup answers scope-progress questions, not state bottlenecks.

QUESTION 1295 Agile | Task 3 | Difficult | Single answer

Completed work in a mobile payment product rises steadily, but the total-scope line on the burnup chart rises faster. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What is the best next action?

A. Tell the team to increase velocity without examining the added scope

B. Discuss the scope growth and its value, forecast, and release implications with the Product Owner and stakeholders

C. Remove new scope from the chart while keeping it in the backlog

D. Replace the burnup with a task board and stop forecasting

Correct answer: B

Why: The chart shows progress and expanding scope separately, enabling a product decision.

A. The changing denominator may be the primary driver and requires product analysis.

C. Hiding scope destroys transparency.

D. A task board does not provide the same total-scope trend.

QUESTION 1296 Agile | Task 4 | Difficult | Single answer

Work in progress for a mobile payment product repeatedly exceeds the team's agreed limits and cycle time is increasing. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. How should the project manager proceed?

A. Raise every WIP limit so current behavior becomes compliant, then update the relevant project records and monitor the outcome against the current plan

B. Assign more work to idle specialists even when downstream is blocked, with the sponsor informed and the resulting impact reviewed at the next status meeting

C. Stop starting excess work, help finish blocked items, and inspect whether WIP policies or constraints need adjustment

D. Remove the board because it exposes delays

Correct answer: C

Why: Kanban improves flow by limiting WIP and focusing on completion and bottlenecks.

A. Limits should reflect system capability, not merely legitimize overload.

B. Local utilization can worsen end-to-end flow.

D. Transparency is necessary to improve the system.

QUESTION 1297 Agile | Task 4 | Difficult | Single answer

A team on a mobile payment product releases frequently but regression defects are rising and integration occurs late. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Add more backlog-prioritization meetings

B. Use longer release cycles so defects are discovered later

C. Measure success only by story points completed

D. Adopt suitable XP engineering practices such as continuous integration, automated tests, refactoring, and pairing

Correct answer: D

Why: The constraint is engineering quality and integration, which XP practices directly address.

A. Prioritization does not repair weak engineering feedback.

B. Delayed feedback increases integration and quality risk.

C. Output volume does not demonstrate technical quality.

QUESTION 1298 Agile | Task 4 | Moderate | Single answer

Stakeholders for a mobile payment product want a coherent usable increment and a formal feedback event every few weeks. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Use Scrum or a tailored iterative framework with a fixed cadence and Sprint Review

B. Use an unprioritized queue with no review cadence, then communicate the direction to the team and track whether it removes the immediate constraint

C. Wait until all features are complete before showing users, while preserving an audit trail and escalating only if the selected response does not work

D. Use a framework name but omit the increment and review, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: A

Why: The need for timeboxed increments and regular stakeholder inspection aligns with Scrum.

B. This does not create the requested regular increment inspection.

C. Late feedback increases product risk.

D. Labels do not replace the empirical events and outcomes.

QUESTION 1299 Agile | Task 4 | Difficult | Single answer

A small, co-located team on a mobile payment product is building a low-criticality internal tool and finds heavy governance slowing feedback. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What is the best next action?

A. Remove every control because the team is small, while preserving an audit trail and escalating only if the selected response does not work

B. Tailor a lightweight people-centered approach while retaining necessary controls and quality

C. Apply the heaviest available method to appear disciplined

D. Copy another project's method without considering context

Correct answer: B

Why: Crystal-style tailoring considers team size and system criticality without discarding essential governance.

A. Low criticality does not mean no accountability or quality.

C. Excess process can obstruct value and feedback.

D. Tailoring should respond to this team's conditions.

QUESTION 1300 Agile | Task 5 | Difficult | Single answer

The backlog for a mobile payment product contains regulatory work, a high-value feature, and several low-impact preferences. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. How should the project manager proceed?

A. Let the loudest stakeholder order the backlog, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Do the easiest items first regardless of value or obligation, with ownership assigned and progress reported through the normal project communication channel

C. Use transparent value, urgency, risk, dependency, and effort criteria with the Product Owner to order the work

D. Give every item equal priority, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: C

Why: Multi-factor, visible prioritization supports defensible product decisions.

A. Influence alone is not an agreed value criterion.

B. Ease can be relevant but should not override risk and value.

D. Equal priority provides no usable order for constrained delivery.

Questions 1301-1350

QUESTION 1301 Agile | Task 5 | Difficult | Single answer

Two independent items in a mobile payment product have similar cost of delay, but one is much smaller. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Choose the larger item because more work always creates more value, with ownership assigned and progress reported through the normal project communication channel

B. Choose randomly because cost of delay is similar

C. Add the two items together so no priority decision is needed

D. Calculate or compare WSJF and favor the smaller item if its ratio is higher

Correct answer: D

Why: WSJF divides cost of delay by job size to support economic sequencing.

A. Size alone does not establish economic priority.

B. Job size differentiates the WSJF ratio.

C. Bundling can delay value and obscure economics.

QUESTION 1302 Agile | Task 5 | Moderate | Single answer

Estimates for a backlog item in a mobile payment product range widely during planning poker. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Ask the high and low estimators to explain assumptions, clarify the item, and estimate again

B. Average all cards without discussion

C. Use the manager's estimate because of authority

D. Split the difference and prohibit further questions

Correct answer: A

Why: Divergence exposes different understanding and should trigger discussion, not forced averaging.

B. A numerical average preserves hidden assumptions.

C. Relative estimates should use team knowledge and shared understanding.

D. Speed is weaker than resolving material uncertainty.

QUESTION 1303 Agile | Task 5 | Difficult | Single answer

The same impediment appears in three retrospectives for a mobile payment product, but no improvement action is completed. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What is the best next action?

A. List the impediment again without an action, while keeping the current delivery target and asking the team to report any resulting variance

B. Select a small measurable improvement, assign ownership, and inspect the result in the next cycle

C. Cancel retrospectives because they have not worked, then brief the governance group and measure the response against the agreed success criteria

D. Assign ten improvements at once without priorities

Correct answer: B

Why: Retrospectives create value when learning becomes an owned experiment and is reviewed.

A. Repeated documentation alone does not change the system.

C. The failure is follow-through, not necessarily the feedback event.

D. Excess improvement WIP reduces the chance of completion and learning.

QUESTION 1304 Agile | Task 5 | Difficult | Single answer

A high-value backlog item for a mobile payment product depends on an unfamiliar integration and cannot be estimated responsibly. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. How should the project manager proceed?

A. Commit to the item using an arbitrary estimate

B. Remove the item permanently because it is uncertain

C. Timebox a spike or prototype to reduce the technical uncertainty, then refine the item

D. Build the full production solution before deciding whether it is feasible

Correct answer: C

Why: A bounded experiment creates evidence before commitment.

A. Unsupported precision hides uncertainty.

B. Uncertainty can often be reduced through learning.

D. A full build is an expensive way to answer a focused uncertainty.

QUESTION 1305 Agile | Task 5 | Difficult | Single answer

A functional manager assigns individual tasks to members of the stable team on a mobile payment product without consulting them. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. Which action best aligns with PMI practice?

A. Accept all assignments because self-organizing teams have no accountability, with supporting documentation completed and the outcome checked during the next control cycle

B. Have the Product Owner dictate technical tasks, then document the rationale and review the result at the next governance checkpoint

C. Remove the manager from all project communication

D. Reinforce the Sprint Goal and boundaries, then let the team decide how to organize and accomplish the work

Correct answer: D

Why: Self-management supports ownership while leadership provides purpose and constraints.

A. External task assignment is not required for accountability.

B. The Product Owner orders value; the team determines how to deliver.

C. Collaboration and role clarity are preferable to exclusion.

QUESTION 1306 Agile | Task 5 | Moderate | Single answer

A legal decision makes the Sprint Goal for a mobile payment product obsolete halfway through the Sprint. A release review is tomorrow, and recent user feedback challenges the team's initial assumption. What should the project manager do first?

A. Have the Product Owner evaluate cancellation and collaborate on the next valuable direction

B. Require the team to finish valueless work to protect velocity, then document the rationale and review the result at the next governance checkpoint

C. Let any stakeholder cancel the Sprint independently

D. Extend the Sprint until a new goal emerges

Correct answer: A

Why: In Scrum, the Product Owner may cancel a Sprint when its goal becomes obsolete.

B. Metrics do not justify work whose goal is obsolete.

C. Cancellation authority and product accountability should remain clear.

D. A timebox should not be stretched to avoid a product decision.

QUESTION 1307 Agile | Task 1 | Difficult | Single answer

Mid-Sprint in an online permit service, a senior stakeholder asks for an urgent feature unrelated to the Sprint Goal. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Add it immediately because the requester is senior, then update the relevant project records and monitor the outcome against the current plan

B. Have the Product Owner assess and order the request in the Product Backlog while the team protects the Sprint Goal

C. Tell the stakeholder that Agile never allows change, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Ask each developer to decide independently whether to add it, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: B

Why: New work is made transparent and prioritized through the Product Owner rather than inserted by authority.

A. Hierarchy does not replace product ordering or Sprint focus.

C. Agile welcomes change, but it is handled through the backlog and Sprint Goal.

D. Uncoordinated insertion undermines the shared Sprint plan.

QUESTION 1308 Agile | Task 1 | Difficult | Single answer

A Sprint Review for an online permit service reveals that users value a different workflow than the one forecast in the release plan. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Continue the old forecast because changing it would show poor planning, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Rebuild the entire product before discussing priorities

C. Collaborate with stakeholders and Product Owner to adapt the backlog and release forecast using the evidence

D. Hide the feedback until the release is complete

Correct answer: C

Why: Empiricism uses feedback to revise future work while keeping decisions transparent.

A. A forecast should adapt when validated learning changes value assumptions.

B. Large action before prioritization and analysis risks waste.

D. Delayed transparency prevents timely value decisions.

QUESTION 1309 Agile | Task 1 | Difficult | Single answer

For an online permit service, needs are evolving, users are available for frequent feedback, and usable increments can be delivered safely. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What should the project manager do first?

A. Freeze all requirements before any work begins, then communicate the direction to the team and track whether it removes the immediate constraint

B. Avoid all documentation because the approach is adaptive, while preserving an audit trail and escalating only if the selected response does not work

C. Choose a framework solely because another organization uses it, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Select and tailor an adaptive approach with short feedback cycles

Correct answer: D

Why: Evolving needs and incremental delivery opportunities favor learning through frequent inspection and adaptation.

A. Premature closure of evolving needs reduces learning and value.

B. Adaptive work still uses sufficient documentation and governance.

C. Context and constraints, not popularity, determine suitability.

QUESTION 1310 Agile | Task 1 | Moderate | Single answer

Executives supporting an online permit service want certainty about every feature six months ahead despite high product uncertainty. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What is the best next action?

A. Explain forecast ranges and assumptions, provide transparent progress and value evidence, and refine forecasts as learning increases

B. Promise the exact scope and date to secure support, while preserving an audit trail and escalating only if the selected response does not work

C. Refuse to give executives any forecast, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Lock the backlog and prohibit customer feedback

Correct answer: A

Why: Adaptive governance relies on evidence and progressively improved forecasts rather than false precision.

B. False certainty creates unreliable commitments.

C. Adaptive teams still forecast and support governance decisions.

D. This removes a primary mechanism for managing uncertainty and value.

QUESTION 1311 Agile | Task 2 | Difficult | Single answer

Several high-priority items for the next Sprint of an online permit service are too large and lack acceptance criteria. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Commit all items during Sprint Planning and clarify them afterward

B. Refine, split, clarify, and estimate the items with the Product Owner before Sprint Planning

C. Move every unclear item to the current Sprint

D. Ask management to write the technical tasks without the team

Correct answer: B

Why: Refinement makes upcoming work sufficiently understood for selection and delivery.

A. Commitment before sufficient understanding increases Sprint risk.

C. Urgency does not create readiness.

D. The delivery team needs shared understanding and ownership of the work.

QUESTION 1312 Agile | Task 2 | Difficult | Single answer

The team on an online permit service cannot finish every selected item before the fixed Sprint end. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Extend the Sprint until every item is complete, with ownership assigned and progress reported through the normal project communication channel

B. Mark unfinished items complete to protect velocity, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Collaborate with the Product Owner to preserve the Sprint Goal and renegotiate scope without extending the timebox

D. Require sustained overtime without examining the cause

Correct answer: C

Why: The timebox remains fixed while scope is adjusted transparently around the goal.

A. Changing the timebox undermines cadence and feedback predictability.

B. False completion violates transparency and the Definition of Done.

D. Overtime hides capacity or planning problems and is not a sustainable first response.

QUESTION 1313 Agile | Task 2 | Difficult | Single answer

Velocity was stable for an online permit service, but two team members will be unavailable during the next iteration. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What should the project manager do first?

A. Commit the usual amount because velocity can never change

B. Increase story-point values so the numbers still match

C. Add unrelated work to motivate the smaller team

D. Adjust the iteration forecast using actual capacity and historical evidence

Correct answer: D

Why: A forecast should reflect both demonstrated delivery and current availability.

A. Velocity is historical evidence, not a guaranteed quota independent of capacity.

B. Re-estimating to preserve a metric corrupts transparency.

C. More work does not restore lost capacity.

QUESTION 1314 Agile | Task 2 | Moderate | Single answer

A feature in an online permit service works in a developer environment but has not passed the tests required by the Definition of Done. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What is the best next action?

A. Keep it incomplete, address the remaining quality work, and make the status transparent

B. Count it as complete because coding ended, while keeping the current delivery target and asking the team to report any resulting variance

C. Lower the Definition of Done for this feature without team and product governance, then brief the governance group and measure the response against the agreed success criteria

D. Demonstrate it as finished and disclose the missing tests later, with supporting documentation completed and the outcome checked during the next control cycle

Correct answer: A

Why: An increment is complete only when it meets the shared Definition of Done.

B. Coding completion is not the agreed quality standard.

C. Selective weakening hides quality and creates inconsistency.

D. This misrepresents the increment during inspection.

QUESTION 1315 Agile | Task 3 | Difficult | Single answer

Velocity for an online permit service declines for three iterations while team composition and work type are changing. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Set a mandatory higher velocity target for the next iteration, then brief the governance group and measure the response against the agreed success criteria

B. Use the retrospective and delivery data to investigate causes before changing commitments or people

C. Replace the lowest-output person based only on story points

D. Double every estimate so velocity appears restored

Correct answer: B

Why: Velocity is a diagnostic and forecasting aid; context and root causes must be understood.

A. Velocity is not a productivity quota and can be gamed.

C. Story points do not reliably measure individual performance.

D. Changing the scale hides rather than improves delivery.

QUESTION 1316 Agile | Task 3 | Difficult | Single answer

The cumulative flow diagram for an online permit service shows the testing band widening each week. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Start more development work to keep everyone busy, with supporting documentation completed and the outcome checked during the next control cycle

B. Change the chart colors so the bands look balanced, then document the rationale and review the result at the next governance checkpoint

C. Investigate the testing constraint and adjust WIP, swarming, capability, or flow policies

D. Use a burnup chart to hide workflow-state data, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: C

Why: A widening band indicates accumulation in that state and should guide system-level improvement.

A. More upstream work will likely worsen the testing queue.

B. Presentation does not change the flow constraint.

D. Burnup answers scope-progress questions, not state bottlenecks.

QUESTION 1317 Agile | Task 3 | Difficult | Single answer

Completed work in an online permit service rises steadily, but the total-scope line on the burnup chart rises faster. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What should the project manager do first?

A. Tell the team to increase velocity without examining the added scope, then document the rationale and review the result at the next governance checkpoint

B. Remove new scope from the chart while keeping it in the backlog

C. Replace the burnup with a task board and stop forecasting

D. Discuss the scope growth and its value, forecast, and release implications with the Product Owner and stakeholders

Correct answer: D

Why: The chart shows progress and expanding scope separately, enabling a product decision.

A. The changing denominator may be the primary driver and requires product analysis.

B. Hiding scope destroys transparency.

C. A task board does not provide the same total-scope trend.

QUESTION 1318 Agile | Task 4 | Moderate | Single answer

Work in progress for an online permit service repeatedly exceeds the team's agreed limits and cycle time is increasing. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What is the best next action?

A. Stop starting excess work, help finish blocked items, and inspect whether WIP policies or constraints need adjustment

B. Raise every WIP limit so current behavior becomes compliant

C. Assign more work to idle specialists even when downstream is blocked

D. Remove the board because it exposes delays

Correct answer: A

Why: Kanban improves flow by limiting WIP and focusing on completion and bottlenecks.

B. Limits should reflect system capability, not merely legitimize overload.

C. Local utilization can worsen end-to-end flow.

D. Transparency is necessary to improve the system.

QUESTION 1319 Agile | Task 4 | Difficult | Single answer

A team on an online permit service releases frequently but regression defects are rising and integration occurs late. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Add more backlog-prioritization meetings, then update the relevant project records and monitor the outcome against the current plan

B. Adopt suitable XP engineering practices such as continuous integration, automated tests, refactoring, and pairing

C. Use longer release cycles so defects are discovered later, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Measure success only by story points completed

Correct answer: B

Why: The constraint is engineering quality and integration, which XP practices directly address.

A. Prioritization does not repair weak engineering feedback.

C. Delayed feedback increases integration and quality risk.

D. Output volume does not demonstrate technical quality.

QUESTION 1320 Agile | Task 4 | Difficult | Single answer

Stakeholders for an online permit service want a coherent usable increment and a formal feedback event every few weeks. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Use an unprioritized queue with no review cadence

B. Wait until all features are complete before showing users

C. Use Scrum or a tailored iterative framework with a fixed cadence and Sprint Review

D. Use a framework name but omit the increment and review

Correct answer: C

Why: The need for timeboxed increments and regular stakeholder inspection aligns with Scrum.

A. This does not create the requested regular increment inspection.

B. Late feedback increases product risk.

D. Labels do not replace the empirical events and outcomes.

QUESTION 1321 Agile | Task 4 | Difficult | Single answer

A small, co-located team on an online permit service is building a low-criticality internal tool and finds heavy governance slowing feedback. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What should the project manager do first?

A. Remove every control because the team is small, then communicate the direction to the team and track whether it removes the immediate constraint

B. Apply the heaviest available method to appear disciplined, while preserving an audit trail and escalating only if the selected response does not work

C. Copy another project's method without considering context

D. Tailor a lightweight people-centered approach while retaining necessary controls and quality

Correct answer: D

Why: Crystal-style tailoring considers team size and system criticality without discarding essential governance.

A. Low criticality does not mean no accountability or quality.

B. Excess process can obstruct value and feedback.

C. Tailoring should respond to this team's conditions.

QUESTION 1322 Agile | Task 5 | Moderate | Single answer

The backlog for an online permit service contains regulatory work, a high-value feature, and several low-impact preferences. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What is the best next action?

A. Use transparent value, urgency, risk, dependency, and effort criteria with the Product Owner to order the work

B. Let the loudest stakeholder order the backlog, while preserving an audit trail and escalating only if the selected response does not work

C. Do the easiest items first regardless of value or obligation

D. Give every item equal priority

Correct answer: A

Why: Multi-factor, visible prioritization supports defensible product decisions.

B. Influence alone is not an agreed value criterion.

C. Ease can be relevant but should not override risk and value.

D. Equal priority provides no usable order for constrained delivery.

QUESTION 1323 Agile | Task 5 | Difficult | Single answer

Two independent items in an online permit service have similar cost of delay, but one is much smaller. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Choose the larger item because more work always creates more value, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Calculate or compare WSJF and favor the smaller item if its ratio is higher

C. Choose randomly because cost of delay is similar, with ownership assigned and progress reported through the normal project communication channel

D. Add the two items together so no priority decision is needed, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: B

Why: WSJF divides cost of delay by job size to support economic sequencing.

A. Size alone does not establish economic priority.

C. Job size differentiates the WSJF ratio.

D. Bundling can delay value and obscure economics.

QUESTION 1324 Agile | Task 5 | Difficult | Single answer

Estimates for a backlog item in an online permit service range widely during planning poker. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Average all cards without discussion, with ownership assigned and progress reported through the normal project communication channel

B. Use the manager's estimate because of authority

C. Ask the high and low estimators to explain assumptions, clarify the item, and estimate again

D. Split the difference and prohibit further questions

Correct answer: C

Why: Divergence exposes different understanding and should trigger discussion, not forced averaging.

A. A numerical average preserves hidden assumptions.

B. Relative estimates should use team knowledge and shared understanding.

D. Speed is weaker than resolving material uncertainty.

QUESTION 1325 Agile | Task 5 | Difficult | Single answer

The same impediment appears in three retrospectives for an online permit service, but no improvement action is completed. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What should the project manager do first?

A. List the impediment again without an action, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Cancel retrospectives because they have not worked, while keeping the current delivery target and asking the team to report any resulting variance

C. Assign ten improvements at once without priorities, then brief the governance group and measure the response against the agreed success criteria

D. Select a small measurable improvement, assign ownership, and inspect the result in the next cycle

Correct answer: D

Why: Retrospectives create value when learning becomes an owned experiment and is reviewed.

A. Repeated documentation alone does not change the system.

B. The failure is follow-through, not necessarily the feedback event.

C. Excess improvement WIP reduces the chance of completion and learning.

QUESTION 1326 Agile | Task 5 | Moderate | Single answer

A high-value backlog item for an online permit service depends on an unfamiliar integration and cannot be estimated responsibly. Several departments share the product, and the next iteration starts before their preferences can all be implemented. What is the best next action?

A. Timebox a spike or prototype to reduce the technical uncertainty, then refine the item

B. Commit to the item using an arbitrary estimate, while keeping the current delivery target and asking the team to report any resulting variance

C. Remove the item permanently because it is uncertain, then brief the governance group and measure the response against the agreed success criteria

D. Build the full production solution before deciding whether it is feasible

Correct answer: A

Why: A bounded experiment creates evidence before commitment.

B. Unsupported precision hides uncertainty.

C. Uncertainty can often be reduced through learning.

D. A full build is an expensive way to answer a focused uncertainty.

QUESTION 1327 Agile | Task 5 | Difficult | Single answer

A functional manager assigns individual tasks to members of the stable team on an online permit service without consulting them. Several departments share the product, and the next iteration starts before their preferences can all be implemented. How should the project manager proceed?

A. Accept all assignments because self-organizing teams have no accountability

B. Reinforce the Sprint Goal and boundaries, then let the team decide how to organize and accomplish the work

C. Have the Product Owner dictate technical tasks

D. Remove the manager from all project communication

Correct answer: B

Why: Self-management supports ownership while leadership provides purpose and constraints.

A. External task assignment is not required for accountability.

C. The Product Owner orders value; the team determines how to deliver.

D. Collaboration and role clarity are preferable to exclusion.

QUESTION 1328 Agile | Task 5 | Difficult | Single answer

A legal decision makes the Sprint Goal for an online permit service obsolete halfway through the Sprint. Several departments share the product, and the next iteration starts before their preferences can all be implemented. Which action best aligns with PMI practice?

A. Require the team to finish valueless work to protect velocity, with supporting documentation completed and the outcome checked during the next control cycle

B. Let any stakeholder cancel the Sprint independently, then document the rationale and review the result at the next governance checkpoint

C. Have the Product Owner evaluate cancellation and collaborate on the next valuable direction

D. Extend the Sprint until a new goal emerges

Correct answer: C

Why: In Scrum, the Product Owner may cancel a Sprint when its goal becomes obsolete.

A. Metrics do not justify work whose goal is obsolete.

B. Cancellation authority and product accountability should remain clear.

D. A timebox should not be stretched to avoid a product decision.

QUESTION 1329 Agile | Task 1 | Difficult | Single answer

Mid-Sprint in a retail fulfillment platform, a senior stakeholder asks for an urgent feature unrelated to the Sprint Goal. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What is the best next action?

A. Add it immediately because the requester is senior

B. Tell the stakeholder that Agile never allows change

C. Ask each developer to decide independently whether to add it

D. Have the Product Owner assess and order the request in the Product Backlog while the team protects the Sprint Goal

Correct answer: D

Why: New work is made transparent and prioritized through the Product Owner rather than inserted by authority.

A. Hierarchy does not replace product ordering or Sprint focus.

B. Agile welcomes change, but it is handled through the backlog and Sprint Goal.

C. Uncoordinated insertion undermines the shared Sprint plan.

QUESTION 1330 Agile | Task 1 | Moderate | Single answer

A Sprint Review for a retail fulfillment platform reveals that users value a different workflow than the one forecast in the release plan. Live operational data is available, while commercial leaders are pressing for an immediate commitment. How should the project manager proceed?

A. Collaborate with stakeholders and Product Owner to adapt the backlog and release forecast using the evidence

B. Continue the old forecast because changing it would show poor planning, then update the relevant project records and monitor the outcome against the current plan

C. Rebuild the entire product before discussing priorities, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Hide the feedback until the release is complete, then communicate the direction to the team and track whether it removes the immediate constraint

Correct answer: A

Why: Empiricism uses feedback to revise future work while keeping decisions transparent.

B. A forecast should adapt when validated learning changes value assumptions.

C. Large action before prioritization and analysis risks waste.

D. Delayed transparency prevents timely value decisions.

QUESTION 1331 Agile | Task 1 | Difficult | Single answer

For a retail fulfillment platform, needs are evolving, users are available for frequent feedback, and usable increments can be delivered safely. Live operational data is available, while commercial leaders are pressing for an immediate commitment. Which action best aligns with PMI practice?

A. Freeze all requirements before any work begins, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Select and tailor an adaptive approach with short feedback cycles

C. Avoid all documentation because the approach is adaptive

D. Choose a framework solely because another organization uses it

Correct answer: B

Why: Evolving needs and incremental delivery opportunities favor learning through frequent inspection and adaptation.

A. Premature closure of evolving needs reduces learning and value.

C. Adaptive work still uses sufficient documentation and governance.

D. Context and constraints, not popularity, determine suitability.

QUESTION 1332 Agile | Task 1 | Difficult | Single answer

Executives supporting a retail fulfillment platform want certainty about every feature six months ahead despite high product uncertainty. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What should the project manager do first?

A. Promise the exact scope and date to secure support, then communicate the direction to the team and track whether it removes the immediate constraint

B. Refuse to give executives any forecast, while preserving an audit trail and escalating only if the selected response does not work

C. Explain forecast ranges and assumptions, provide transparent progress and value evidence, and refine forecasts as learning increases

D. Lock the backlog and prohibit customer feedback, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: C

Why: Adaptive governance relies on evidence and progressively improved forecasts rather than false precision.

A. False certainty creates unreliable commitments.

B. Adaptive teams still forecast and support governance decisions.

D. This removes a primary mechanism for managing uncertainty and value.

QUESTION 1333 Agile | Task 2 | Difficult | Single answer

Several high-priority items for the next Sprint of a retail fulfillment platform are too large and lack acceptance criteria. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What is the best next action?

A. Commit all items during Sprint Planning and clarify them afterward, while preserving an audit trail and escalating only if the selected response does not work

B. Move every unclear item to the current Sprint

C. Ask management to write the technical tasks without the team

D. Refine, split, clarify, and estimate the items with the Product Owner before Sprint Planning

Correct answer: D

Why: Refinement makes upcoming work sufficiently understood for selection and delivery.

A. Commitment before sufficient understanding increases Sprint risk.

B. Urgency does not create readiness.

C. The delivery team needs shared understanding and ownership of the work.

QUESTION 1334 Agile | Task 2 | Moderate | Single answer

The team on a retail fulfillment platform cannot finish every selected item before the fixed Sprint end. Live operational data is available, while commercial leaders are pressing for an immediate commitment. How should the project manager proceed?

A. Collaborate with the Product Owner to preserve the Sprint Goal and renegotiate scope without extending the timebox

B. Extend the Sprint until every item is complete

C. Mark unfinished items complete to protect velocity

D. Require sustained overtime without examining the cause

Correct answer: A

Why: The timebox remains fixed while scope is adjusted transparently around the goal.

B. Changing the timebox undermines cadence and feedback predictability.

C. False completion violates transparency and the Definition of Done.

D. Overtime hides capacity or planning problems and is not a sustainable first response.

QUESTION 1335 Agile | Task 2 | Difficult | Single answer

Velocity was stable for a retail fulfillment platform, but two team members will be unavailable during the next iteration. Live operational data is available, while commercial leaders are pressing for an immediate commitment. Which action best aligns with PMI practice?

A. Commit the usual amount because velocity can never change, with ownership assigned and progress reported through the normal project communication channel

B. Adjust the iteration forecast using actual capacity and historical evidence

C. Increase story-point values so the numbers still match, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Add unrelated work to motivate the smaller team

Correct answer: B

Why: A forecast should reflect both demonstrated delivery and current availability.

A. Velocity is historical evidence, not a guaranteed quota independent of capacity.

C. Re-estimating to preserve a metric corrupts transparency.

D. More work does not restore lost capacity.

QUESTION 1336 Agile | Task 2 | Difficult | Single answer

A feature in a retail fulfillment platform works in a developer environment but has not passed the tests required by the Definition of Done. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What should the project manager do first?

A. Count it as complete because coding ended

B. Lower the Definition of Done for this feature without team and product governance

C. Keep it incomplete, address the remaining quality work, and make the status transparent

D. Demonstrate it as finished and disclose the missing tests later

Correct answer: C

Why: An increment is complete only when it meets the shared Definition of Done.

A. Coding completion is not the agreed quality standard.

B. Selective weakening hides quality and creates inconsistency.

D. This misrepresents the increment during inspection.

QUESTION 1337 Agile | Task 3 | Difficult | Single answer

Velocity for a retail fulfillment platform declines for three iterations while team composition and work type are changing. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What is the best next action?

A. Set a mandatory higher velocity target for the next iteration, while keeping the current delivery target and asking the team to report any resulting variance

B. Replace the lowest-output person based only on story points, then brief the governance group and measure the response against the agreed success criteria

C. Double every estimate so velocity appears restored

D. Use the retrospective and delivery data to investigate causes before changing commitments or people

Correct answer: D

Why: Velocity is a diagnostic and forecasting aid; context and root causes must be understood.

A. Velocity is not a productivity quota and can be gamed.

B. Story points do not reliably measure individual performance.

C. Changing the scale hides rather than improves delivery.

QUESTION 1338 Agile | Task 3 | Moderate | Single answer

The cumulative flow diagram for a retail fulfillment platform shows the testing band widening each week. Live operational data is available, while commercial leaders are pressing for an immediate commitment. How should the project manager proceed?

A. Investigate the testing constraint and adjust WIP, swarming, capability, or flow policies

B. Start more development work to keep everyone busy, then brief the governance group and measure the response against the agreed success criteria

C. Change the chart colors so the bands look balanced

D. Use a burnup chart to hide workflow-state data

Correct answer: A

Why: A widening band indicates accumulation in that state and should guide system-level improvement.

B. More upstream work will likely worsen the testing queue.

C. Presentation does not change the flow constraint.

D. Burnup answers scope-progress questions, not state bottlenecks.

QUESTION 1339 Agile | Task 3 | Difficult | Single answer

Completed work in a retail fulfillment platform rises steadily, but the total-scope line on the burnup chart rises faster. Live operational data is available, while commercial leaders are pressing for an immediate commitment. Which action best aligns with PMI practice?

A. Tell the team to increase velocity without examining the added scope, with supporting documentation completed and the outcome checked during the next control cycle

B. Discuss the scope growth and its value, forecast, and release implications with the Product Owner and stakeholders

C. Remove new scope from the chart while keeping it in the backlog, then document the rationale and review the result at the next governance checkpoint

D. Replace the burnup with a task board and stop forecasting, while briefing affected stakeholders and recording the expected effect on delivery

Correct answer: B

Why: The chart shows progress and expanding scope separately, enabling a product decision.

A. The changing denominator may be the primary driver and requires product analysis.

C. Hiding scope destroys transparency.

D. A task board does not provide the same total-scope trend.

QUESTION 1340 Agile | Task 4 | Difficult | Single answer

Work in progress for a retail fulfillment platform repeatedly exceeds the team's agreed limits and cycle time is increasing. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What should the project manager do first?

A. Raise every WIP limit so current behavior becomes compliant, then document the rationale and review the result at the next governance checkpoint

B. Assign more work to idle specialists even when downstream is blocked

C. Stop starting excess work, help finish blocked items, and inspect whether WIP policies or constraints need adjustment

D. Remove the board because it exposes delays

Correct answer: C

Why: Kanban improves flow by limiting WIP and focusing on completion and bottlenecks.

A. Limits should reflect system capability, not merely legitimize overload.

B. Local utilization can worsen end-to-end flow.

D. Transparency is necessary to improve the system.

QUESTION 1341 Agile | Task 4 | Difficult | Single answer

A team on a retail fulfillment platform releases frequently but regression defects are rising and integration occurs late. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What is the best next action?

A. Add more backlog-prioritization meetings, while briefing affected stakeholders and recording the expected effect on delivery

B. Use longer release cycles so defects are discovered later, then update the relevant project records and monitor the outcome against the current plan

C. Measure success only by story points completed, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Adopt suitable XP engineering practices such as continuous integration, automated tests, refactoring, and pairing

Correct answer: D

Why: The constraint is engineering quality and integration, which XP practices directly address.

A. Prioritization does not repair weak engineering feedback.

B. Delayed feedback increases integration and quality risk.

C. Output volume does not demonstrate technical quality.

QUESTION 1342 Agile | Task 4 | Moderate | Single answer

Stakeholders for a retail fulfillment platform want a coherent usable increment and a formal feedback event every few weeks. Live operational data is available, while commercial leaders are pressing for an immediate commitment. How should the project manager proceed?

A. Use Scrum or a tailored iterative framework with a fixed cadence and Sprint Review

B. Use an unprioritized queue with no review cadence, then update the relevant project records and monitor the outcome against the current plan

C. Wait until all features are complete before showing users, with the sponsor informed and the resulting impact reviewed at the next status meeting

D. Use a framework name but omit the increment and review

Correct answer: A

Why: The need for timeboxed increments and regular stakeholder inspection aligns with Scrum.

B. This does not create the requested regular increment inspection.

C. Late feedback increases product risk.

D. Labels do not replace the empirical events and outcomes.

QUESTION 1343 Agile | Task 4 | Difficult | Single answer

A small, co-located team on a retail fulfillment platform is building a low-criticality internal tool and finds heavy governance slowing feedback. Live operational data is available, while commercial leaders are pressing for an immediate commitment. Which action best aligns with PMI practice?

A. Remove every control because the team is small

B. Tailor a lightweight people-centered approach while retaining necessary controls and quality

C. Apply the heaviest available method to appear disciplined

D. Copy another project's method without considering context

Correct answer: B

Why: Crystal-style tailoring considers team size and system criticality without discarding essential governance.

A. Low criticality does not mean no accountability or quality.

C. Excess process can obstruct value and feedback.

D. Tailoring should respond to this team's conditions.

QUESTION 1344 Agile | Task 5 | Difficult | Single answer

The backlog for a retail fulfillment platform contains regulatory work, a high-value feature, and several low-impact preferences. Live operational data is available, while commercial leaders are pressing for an immediate commitment. What should the project manager do first?

A. Let the loudest stakeholder order the backlog, then communicate the direction to the team and track whether it removes the immediate constraint

B. Do the easiest items first regardless of value or obligation, while preserving an audit trail and escalating only if the selected response does not work

C. Use transparent value, urgency, risk, dependency, and effort criteria with the Product Owner to order the work

D. Give every item equal priority

Correct answer: C

Why: Multi-factor, visible prioritization supports defensible product decisions.

A. Influence alone is not an agreed value criterion.

B. Ease can be relevant but should not override risk and value.

D. Equal priority provides no usable order for constrained delivery.

QUESTION 1345 Business Analysis | Task 1 | Difficult | Single answer

On an insurance claims transformation, the product manager and project manager both believe they own the product roadmap. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Let both publish separate roadmaps

B. Give ownership to the person with the higher job title

C. Delay clarification until a conflict causes a missed release

D. Clarify decision rights and responsibilities using the governance model before roadmap decisions continue

Correct answer: D

Why: Role clarity prevents conflicting decisions and gaps between product and project accountabilities.

A. Competing product directions create confusion and misalignment.

B. Authority should follow defined accountability, not title alone.

C. Known ambiguity should be resolved before it damages delivery.

QUESTION 1346 Business Analysis | Task 1 | Moderate | Single answer

For an insurance claims transformation, leaders need someone to guide product vision, strategy, roadmap, value, and life-cycle decisions. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Confirm product-management accountability and have the business analyst support needs and requirements analysis

B. Assign all strategic product decisions to the business analyst by default, then communicate the direction to the team and track whether it removes the immediate constraint

C. Ask the project scheduler to set the product vision, while preserving an audit trail and escalating only if the selected response does not work

D. Let every stakeholder maintain a separate product strategy, then record assumptions, notify the affected groups, and revisit the choice at the next review

Correct answer: A

Why: Product direction and requirement analysis are related but distinct accountabilities.

B. A business analyst facilitates analysis but does not automatically own product strategy.

C. Schedule responsibility does not confer product strategy ownership.

D. Fragmented strategies prevent coherent value decisions.

QUESTION 1347 Business Analysis | Task 1 | Difficult | Single answer

Late in requirements work for an insurance claims transformation, the team discovers an operations group that must support the solution. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Ignore the group because requirements workshops already ended, while preserving an audit trail and escalating only if the selected response does not work

B. Add and analyze the stakeholder, assess requirement and transition impacts, and update engagement plans

C. Accept every new request without analysis

D. Restart the entire project automatically

Correct answer: B

Why: A newly identified stakeholder should be analyzed before its needs and impacts are incorporated.

A. Stakeholder identification and analysis continue throughout the work.

C. Identification does not make all requests valid or in scope.

D. The impact may be manageable through current analysis and change processes.

QUESTION 1348 Business Analysis | Task 1 | Difficult | Single answer

A regulator and an internal process owner give different interpretations of a requirement for an insurance claims transformation. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Use the internal view because the process owner is easier to contact, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Use the regulator's statement without documenting its effect, with ownership assigned and progress reported through the normal project communication channel

C. Clarify authority, source, intent, and compliance evidence with both roles before baselining the requirement

D. Ask developers to choose the interpretation, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

Correct answer: C

Why: Internal ownership and external authority must be understood and reconciled through evidence.

A. Convenience does not override regulatory authority.

B. The authoritative interpretation still needs traceability and impact assessment.

D. Technical implementation authority does not resolve business or regulatory meaning.

QUESTION 1349 Business Analysis | Task 2 | Difficult | Single answer

Employees affected by an insurance claims transformation may not discuss workflow problems honestly in front of their managers. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Begin with a large meeting led by the managers, with ownership assigned and progress reported through the normal project communication channel

B. Send a public spreadsheet showing each person's comments

C. Rely only on existing procedures because interviews are subjective

D. Use confidential individual interviews, then synthesize themes and validate them appropriately

Correct answer: D

Why: A private channel reduces social pressure while allowing follow-up and clarification.

A. The setting may suppress the evidence being sought.

B. This undermines confidentiality and may discourage truthful input.

C. Documents may not reveal actual workarounds or concerns.

QUESTION 1350 Business Analysis | Task 2 | Moderate | Single answer

Thousands of geographically dispersed users of an insurance claims transformation must provide comparable feedback quickly. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Use a well-designed survey for breadth and follow with targeted interviews or workshops for depth

B. Interview every user individually before any analysis

C. Ask one manager to represent all users

D. Run an unstructured meeting in one location

Correct answer: A

Why: The combination efficiently gathers comparable data and explores important findings.

B. This is unlikely to be timely or efficient at the stated scale.

C. A single proxy may conceal important variation.

D. The channel excludes much of the dispersed population and reduces comparability.

Questions 1351-1400

QUESTION 1351 Business Analysis | Task 2 | Difficult | Single answer

Several departments on an insurance claims transformation disagree about a shared process and must understand dependencies together. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Collect separate wish lists and merge them without discussion, while keeping the current delivery target and asking the team to report any resulting variance

B. Facilitate a structured workshop with the right decision makers, process knowledge, and documented outcomes

C. Let the largest department define the process, then brief the governance group and measure the response against the agreed success criteria

D. Send a final requirement before elicitation

Correct answer: B

Why: Real-time collaboration is suited to reconciling cross-functional perspectives and dependencies.

A. Combining text does not resolve conflicts or shared-process effects.

C. Size alone is not a valid decision criterion.

D. A predetermined answer bypasses stakeholder analysis and collaboration.

QUESTION 1352 Business Analysis | Task 2 | Difficult | Single answer

Executives and delivery specialists need updates about the same roadmap for an insurance claims transformation. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Create contradictory roadmaps for each audience

B. Give executives the full technical backlog and no summary

C. Keep the underlying direction consistent while tailoring detail, format, and decision focus to each audience

D. Replace the roadmap with a schedule for everyone

Correct answer: C

Why: Effective communication preserves meaning but matches the receiver's information needs.

A. Tailoring detail should not change the agreed direction.

B. Excess detail can obscure the decisions executives need to make.

D. A schedule does not communicate the same product direction and outcome logic.

QUESTION 1353 Business Analysis | Task 3 | Difficult | Single answer

A stakeholder begins requirements for an insurance claims transformation by insisting that a specific vendor tool must be purchased. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Write the vendor name as the primary business requirement, with supporting documentation completed and the outcome checked during the next control cycle

B. Reject the stakeholder's idea without investigation, then document the rationale and review the result at the next governance checkpoint

C. Ask the vendor to define the organization's need

D. Explore the underlying problem, desired outcomes, constraints, and evaluation criteria before confirming a solution

Correct answer: D

Why: Business analysis distinguishes the need from a proposed solution so alternatives can be evaluated.

A. A named solution does not express the underlying need or outcome.

B. The proposal may be useful, but it should be evaluated against the need.

C. A seller's solution interest does not replace stakeholder and enterprise analysis.

QUESTION 1354 Business Analysis | Task 3 | Moderate | Single answer

A requirement for an insurance claims transformation says the system must be user-friendly, but no measurable behavior is defined. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Work with stakeholders to create specific, testable acceptance criteria and examples

B. Let each tester decide what user-friendly means, then document the rationale and review the result at the next governance checkpoint

C. Keep the wording because flexibility prevents disagreement

D. Select a user-interface design before clarifying the outcome

Correct answer: A

Why: Testable criteria convert subjective wording into shared evidence of completion.

B. Independent interpretations create inconsistent acceptance.

C. Ambiguity postpones rather than prevents disagreement.

D. A design choice does not define the acceptance need.

QUESTION 1355 Business Analysis | Task 3 | Difficult | Single answer

Sales wants speed while compliance requires additional checks in an insurance claims transformation. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Average the number of checks requested by each group, while briefing affected stakeholders and recording the expected effect on delivery

B. Facilitate analysis of the underlying needs, constraints, risks, and value to agree a compliant prioritized requirement

C. Accept the sales request because revenue is measurable, then update the relevant project records and monitor the outcome against the current plan

D. Document both requirements as mandatory without resolving the contradiction, with the sponsor informed and the resulting impact reviewed at the next status meeting

Correct answer: B

Why: Conflict should be resolved through evidence and shared objectives rather than authority or averaging.

A. A numerical compromise may fail compliance and the business need.

C. Business value does not authorize noncompliance.

D. Unresolved mandatory requirements cannot guide a coherent solution.

QUESTION 1356 Business Analysis | Task 3 | Difficult | Single answer

A test for an insurance claims transformation fails, and the team cannot identify which approved need the tested feature supports. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Repeat the test until it passes, then update the relevant project records and monitor the outcome against the current plan

B. Delete the test because its requirement is unclear

C. Trace the feature and test through the requirements traceability information and resolve the missing or invalid link

D. Ask the tester to invent a requirement

Correct answer: C

Why: Traceability connects need, requirement, design, delivery, and verification evidence.

A. Repetition does not establish why the feature exists or what it should satisfy.

B. The gap should be analyzed before evidence is removed.

D. Requirements require stakeholder and governance authority, not retrospective invention.

QUESTION 1357 Business Analysis | Task 3 | Difficult | Single answer

Users of an insurance claims transformation perform a complex physical workflow but cannot fully explain their tacit steps. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Use only a generic online survey, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Copy the documented procedure without checking actual practice, then communicate the direction to the team and track whether it removes the immediate constraint

C. Ask a sponsor who never performs the work, while preserving an audit trail and escalating only if the selected response does not work

D. Observe the work and ask focused follow-up questions, then validate the modeled workflow

Correct answer: D

Why: Observation reveals tacit behavior that interviews alone may miss.

A. A survey is weak for discovering detailed tacit process steps.

B. Documented and performed work may differ.

C. Strategic authority does not replace operational knowledge.

QUESTION 1358 Business Analysis | Task 3 | Moderate | Single answer

Stakeholders cannot agree how a new interaction in an insurance claims transformation should behave from written requirements alone. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Create a fit-for-purpose prototype, gather structured feedback, and update the requirements or backlog

B. Build the full production feature before seeking feedback, then communicate the direction to the team and track whether it removes the immediate constraint

C. Treat the prototype as automatically approved production scope, while preserving an audit trail and escalating only if the selected response does not work

D. Stop elicitation until stakeholders agree without evidence

Correct answer: A

Why: A prototype makes abstract needs concrete and supports validated learning.

B. This commits excessive effort before uncertainty is reduced.

C. Prototype feedback still needs analysis and appropriate approval.

D. A learning tool is available to help resolve the uncertainty.

QUESTION 1359 Business Analysis | Task 4 | Difficult | Single answer

The roadmap for an insurance claims transformation is a list of technical tasks with no connection to customer or business outcomes. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Add more low-level tasks to make it comprehensive

B. Reframe the roadmap around product direction, outcomes, themes or capabilities, and decision-relevant sequencing

C. Replace all dates with developer names

D. Keep it unchanged because roadmaps and schedules are identical

Correct answer: B

Why: A roadmap communicates strategic product direction rather than duplicating a task schedule.

A. More task detail does not restore outcome and direction logic.

C. Ownership detail does not make a task list a product roadmap.

D. The artifacts serve different decision purposes.

QUESTION 1360 Business Analysis | Task 4 | Difficult | Single answer

A release for an insurance claims transformation cannot include every candidate feature within its fixed date and capacity. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Include the features requested by the most senior stakeholder first, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Split capacity equally across every feature, with ownership assigned and progress reported through the normal project communication channel

C. Prioritize using value, risk, dependencies, compliance, readiness, and effort, then update the release forecast transparently

D. Hide excluded features so stakeholders do not object

Correct answer: C

Why: Release scope is a product decision informed by multiple constraints and evidence.

A. Seniority alone is not a defensible prioritization method.

B. Equal allocation may leave no coherent or compliant increment.

D. Transparent trade-offs are necessary for informed decisions.

QUESTION 1361 Business Analysis | Task 4 | Difficult | Single answer

Costs for an insurance claims transformation increase sharply while the expected benefit remains uncertain. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Continue because money already spent must be recovered

B. Cancel immediately without analyzing alternatives or obligations

C. Increase the benefit estimate until the business case is positive

D. Reassess feasibility, benefits, alternatives, and assumptions, then provide governance an evidence-based recommendation

Correct answer: D

Why: Material changes to value and feasibility should inform the investment decision.

A. Sunk cost is not a reason to invest further in weak value.

B. Governance needs integrated evidence and options.

C. Manipulating assumptions destroys decision quality.

QUESTION 1362 Business Analysis | Task 4 | Moderate | Single answer

The sponsor says an insurance claims transformation will improve service but no baseline, target, timing, or benefit owner exists. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Define measurable outcomes, baseline and target values, realization timing, and accountable ownership

B. Use project completion as the only benefit measure, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Wait until closure to decide how success will be measured, while keeping the current delivery target and asking the team to report any resulting variance

D. Assign every benefit to the project manager after the project ends, then brief the governance group and measure the response against the agreed success criteria

Correct answer: A

Why: Benefits require observable measures and ownership beyond delivery activity.

B. Delivery completion does not prove the intended outcome.

C. Late definition prevents baseline collection and informed decisions.

D. Operational benefit ownership often continues after temporary project authority.

QUESTION 1363 Business Analysis | Task 4 | Difficult | Single answer

Two solution options for an insurance claims transformation have different costs and benefits, but one stakeholder wants to choose only the fastest. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Choose the fastest without calculating value, while keeping the current delivery target and asking the team to report any resulting variance

B. Compare the options using agreed value measures, including net benefit, ROI, risk, timing, and strategic fit

C. Choose the highest-cost option because it must be better

D. Average the two options into an untested design

Correct answer: B

Why: Speed is one factor; the investment decision should consider total value and uncertainty.

A. Short duration does not establish economic benefit.

C. Cost is not evidence of value.

D. Combining solutions may create new cost and feasibility issues.

QUESTION 1364 Business Analysis | Task 4 | Difficult | Single answer

Validated market evidence changes the relative value of roadmap items in an insurance claims transformation. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Keep the roadmap fixed because it was approved, then brief the governance group and measure the response against the agreed success criteria

B. Change priorities privately without informing delivery or governance, with supporting documentation completed and the outcome checked during the next control cycle

C. Review the evidence with product decision makers and adapt roadmap priorities while communicating impacts

D. Remove the evidence from the decision record, then document the rationale and review the result at the next governance checkpoint

Correct answer: C

Why: A roadmap is directional and should respond to validated changes in value and context.

A. Approval does not make a product forecast immune to new evidence.

B. Uncommunicated changes create conflicting expectations.

D. Traceable rationale supports alignment and future learning.

QUESTION 1365 Business Analysis | Task 5 | Difficult | Single answer

A low-priority backlog item for an insurance claims transformation may not be delivered for a year and its market assumptions are changing. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Write exhaustive acceptance criteria now and prohibit revision, with supporting documentation completed and the outcome checked during the next control cycle

B. Delete the item because it lacks current detail

C. Move it into the next iteration so details become urgent

D. Keep it at an appropriate level and elaborate details closer to delivery when the information is more reliable

Correct answer: D

Why: Just-in-time elaboration avoids waste while preserving enough information for portfolio and product decisions.

A. Detailed effort may be wasted as assumptions change.

B. Lack of near-term detail does not mean it has no future value.

C. Artificial urgency is not value-based prioritization.

QUESTION 1366 Business Analysis | Task 5 | Moderate | Single answer

An adaptive team on an insurance claims transformation says business analysis is unnecessary because requirements can change. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Integrate ongoing needs, stakeholder, requirement, value, and acceptance analysis into backlog and delivery activities

B. Create all detailed requirements upfront and freeze them

C. Stop documenting acceptance criteria

D. Assign analysis only after development is complete

Correct answer: A

Why: Adaptive work changes the timing and form of analysis, not the need for it.

B. This conflicts with learning and progressive elaboration.

C. Changing requirements still need shared and testable understanding.

D. Late analysis increases the risk of building the wrong solution.

QUESTION 1367 Business Analysis | Task 5 | Difficult | Single answer

The Product Owner for an insurance claims transformation asks the business analyst to choose priorities without stakeholder or value evidence. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Choose based on personal preference, while briefing affected stakeholders and recording the expected effect on delivery

B. Facilitate analysis and provide evidence while keeping product-ordering accountability clear

C. Refuse to provide any recommendation, then update the relevant project records and monitor the outcome against the current plan

D. Ask developers to vote on business value without stakeholder input

Correct answer: B

Why: The analyst supports sound decisions without silently taking over accountable product authority.

A. Preference is not evidence and obscures accountability.

C. Facilitation and analysis include presenting evidence-based options.

D. Technical insight matters, but it does not replace product and stakeholder evidence.

QUESTION 1368 Business Analysis | Task 5 | Difficult | Single answer

A backlog item for an insurance claims transformation is too large for one iteration and mixes several user outcomes. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Split it only by technical layers that deliver no usable outcome

B. Increase the iteration length until it fits

C. Split it into smaller valuable slices while maintaining traceability to the original need

D. Mark part of the item done while keeping one acceptance result

Correct answer: C

Why: Vertical value slices improve flow and learning without losing business intent.

A. Component-only slices can delay feedback and value.

B. Changing the timebox avoids rather than improves decomposition.

D. Partial completion should be transparent and tied to clear acceptance.

QUESTION 1369 Business Analysis | Task 6 | Difficult | Single answer

A delivered feature in an insurance claims transformation does not meet an approved performance specification. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Ask users to accept it because they may not notice, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Change the specification after the test without authorization, then communicate the direction to the team and track whether it removes the immediate constraint

C. Classify the defect as a new benefit

D. Record and analyze the nonconformance, correct the solution, and repeat verification before seeking acceptance

Correct answer: D

Why: Verification checks whether the solution was built according to specification.

A. Acceptance should not conceal known nonconformance.

B. A failed result does not itself authorize a requirement change.

C. A defect is not transformed by relabeling.

QUESTION 1370 Business Analysis | Task 6 | Moderate | Single answer

A feature in an insurance claims transformation meets its written specification but users cannot achieve the intended outcome with it. Compliance, operations, and customer teams describe the desired outcome differently. What should the project manager do first?

A. Revisit the underlying need and requirement validity with users, then assess the required change

B. Repeat the same technical verification only, then communicate the direction to the team and track whether it removes the immediate constraint

C. Declare success because every specification passed

D. Train users to report the outcome as achieved

Correct answer: A

Why: Conformance without fitness for use indicates a validation problem.

B. More conformance testing does not resolve the wrong or incomplete need.

C. Passing specifications is insufficient when the solution does not meet the intended need.

D. Changing reporting does not create actual value.

QUESTION 1371 Business Analysis | Task 6 | Difficult | Single answer

During user acceptance for an insurance claims transformation, a user asks for behavior not described in the approved criteria. Compliance, operations, and customer teams describe the desired outcome differently. What is the best next action?

A. Treat every UAT comment as a defect, while preserving an audit trail and escalating only if the selected response does not work

B. Clarify and trace the request to determine whether it is a defect, misunderstanding, or new requirement before deciding action

C. Treat every UAT comment as new scope, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Implement the behavior immediately to secure approval, with ownership assigned and progress reported through the normal project communication channel

Correct answer: B

Why: Correct classification determines whether correction, clarification, or change control applies.

A. A new preference is not automatically nonconformance.

C. Some comments reveal genuine failure against approved criteria.

D. Action before classification may introduce unauthorized scope.

QUESTION 1372 Business Analysis | Task 6 | Difficult | Single answer

The solution for an insurance claims transformation meets functional criteria, but data migration rehearsal and support training are incomplete. Compliance, operations, and customer teams describe the desired outcome differently. How should the project manager proceed?

A. Release because development is complete, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Delete the transition requirements

C. Assess the transition requirements and delay or condition release until readiness risks are acceptably addressed

D. Transfer all readiness risk to users without agreement

Correct answer: C

Why: Functional acceptance alone does not establish operational transition readiness.

A. Development completion does not remove migration and support risk.

B. Requirements cannot be removed merely to protect a date.

D. Risk ownership and acceptance require explicit, authorized decisions.

QUESTION 1373 Business Analysis | Task 6 | Difficult | Single answer

After launch of an insurance claims transformation, usage is high but the intended cycle-time benefit is not improving. Compliance, operations, and customer teams describe the desired outcome differently. Which action best aligns with PMI practice?

A. Declare success because many users logged in, with ownership assigned and progress reported through the normal project communication channel

B. Stop measuring after launch, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Change the target to the current result without governance, while keeping the current delivery target and asking the team to report any resulting variance

D. Analyze outcome measures and causes with the benefit owner, then adapt the solution or adoption approach

Correct answer: D

Why: Activity and usage measures do not replace the intended business outcome.

A. High usage may coexist with poor business results.

B. Benefits realization often continues beyond delivery.

C. Targets should not be manipulated to manufacture success.

QUESTION 1374 Business Analysis | Task 1 | Moderate | Single answer

On a public-transit passenger application, the product manager and project manager both believe they own the product roadmap. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Clarify decision rights and responsibilities using the governance model before roadmap decisions continue

B. Let both publish separate roadmaps, while keeping the current delivery target and asking the team to report any resulting variance

C. Give ownership to the person with the higher job title, then brief the governance group and measure the response against the agreed success criteria

D. Delay clarification until a conflict causes a missed release

Correct answer: A

Why: Role clarity prevents conflicting decisions and gaps between product and project accountabilities.

B. Competing product directions create confusion and misalignment.

C. Authority should follow defined accountability, not title alone.

D. Known ambiguity should be resolved before it damages delivery.

QUESTION 1375 Business Analysis | Task 1 | Difficult | Single answer

For a public-transit passenger application, leaders need someone to guide product vision, strategy, roadmap, value, and life-cycle decisions. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Assign all strategic product decisions to the business analyst by default

B. Confirm product-management accountability and have the business analyst support needs and requirements analysis

C. Ask the project scheduler to set the product vision

D. Let every stakeholder maintain a separate product strategy

Correct answer: B

Why: Product direction and requirement analysis are related but distinct accountabilities.

A. A business analyst facilitates analysis but does not automatically own product strategy.

C. Schedule responsibility does not confer product strategy ownership.

D. Fragmented strategies prevent coherent value decisions.

QUESTION 1376 Business Analysis | Task 1 | Difficult | Single answer

Late in requirements work for a public-transit passenger application, the team discovers an operations group that must support the solution. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Ignore the group because requirements workshops already ended, with supporting documentation completed and the outcome checked during the next control cycle

B. Accept every new request without analysis, then document the rationale and review the result at the next governance checkpoint

C. Add and analyze the stakeholder, assess requirement and transition impacts, and update engagement plans

D. Restart the entire project automatically

Correct answer: C

Why: A newly identified stakeholder should be analyzed before its needs and impacts are incorporated.

A. Stakeholder identification and analysis continue throughout the work.

B. Identification does not make all requests valid or in scope.

D. The impact may be manageable through current analysis and change processes.

QUESTION 1377 Business Analysis | Task 1 | Difficult | Single answer

A regulator and an internal process owner give different interpretations of a requirement for a public-transit passenger application. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Use the internal view because the process owner is easier to contact

B. Use the regulator's statement without documenting its effect

C. Ask developers to choose the interpretation

D. Clarify authority, source, intent, and compliance evidence with both roles before baselining the requirement

Correct answer: D

Why: Internal ownership and external authority must be understood and reconciled through evidence.

A. Convenience does not override regulatory authority.

B. The authoritative interpretation still needs traceability and impact assessment.

C. Technical implementation authority does not resolve business or regulatory meaning.

QUESTION 1378 Business Analysis | Task 2 | Moderate | Single answer

Employees affected by a public-transit passenger application may not discuss workflow problems honestly in front of their managers. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Use confidential individual interviews, then synthesize themes and validate them appropriately

B. Begin with a large meeting led by the managers, while briefing affected stakeholders and recording the expected effect on delivery

C. Send a public spreadsheet showing each person's comments, then update the relevant project records and monitor the outcome against the current plan

D. Rely only on existing procedures because interviews are subjective, with the sponsor informed and the resulting impact reviewed at the next status meeting

Correct answer: A

Why: A private channel reduces social pressure while allowing follow-up and clarification.

B. The setting may suppress the evidence being sought.

C. This undermines confidentiality and may discourage truthful input.

D. Documents may not reveal actual workarounds or concerns.

QUESTION 1379 Business Analysis | Task 2 | Difficult | Single answer

Thousands of geographically dispersed users of a public-transit passenger application must provide comparable feedback quickly. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Interview every user individually before any analysis, then update the relevant project records and monitor the outcome against the current plan

B. Use a well-designed survey for breadth and follow with targeted interviews or workshops for depth

C. Ask one manager to represent all users

D. Run an unstructured meeting in one location

Correct answer: B

Why: The combination efficiently gathers comparable data and explores important findings.

A. This is unlikely to be timely or efficient at the stated scale.

C. A single proxy may conceal important variation.

D. The channel excludes much of the dispersed population and reduces comparability.

QUESTION 1380 Business Analysis | Task 2 | Difficult | Single answer

Several departments on a public-transit passenger application disagree about a shared process and must understand dependencies together. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Collect separate wish lists and merge them without discussion, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Let the largest department define the process, then communicate the direction to the team and track whether it removes the immediate constraint

C. Facilitate a structured workshop with the right decision makers, process knowledge, and documented outcomes

D. Send a final requirement before elicitation, while preserving an audit trail and escalating only if the selected response does not work

Correct answer: C

Why: Real-time collaboration is suited to reconciling cross-functional perspectives and dependencies.

A. Combining text does not resolve conflicts or shared-process effects.

B. Size alone is not a valid decision criterion.

D. A predetermined answer bypasses stakeholder analysis and collaboration.

QUESTION 1381 Business Analysis | Task 2 | Difficult | Single answer

Executives and delivery specialists need updates about the same roadmap for a public-transit passenger application. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Create contradictory roadmaps for each audience, then communicate the direction to the team and track whether it removes the immediate constraint

B. Give executives the full technical backlog and no summary

C. Replace the roadmap with a schedule for everyone

D. Keep the underlying direction consistent while tailoring detail, format, and decision focus to each audience

Correct answer: D

Why: Effective communication preserves meaning but matches the receiver's information needs.

A. Tailoring detail should not change the agreed direction.

B. Excess detail can obscure the decisions executives need to make.

C. A schedule does not communicate the same product direction and outcome logic.

QUESTION 1382 Business Analysis | Task 3 | Moderate | Single answer

A stakeholder begins requirements for a public-transit passenger application by insisting that a specific vendor tool must be purchased. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Explore the underlying problem, desired outcomes, constraints, and evaluation criteria before confirming a solution

B. Write the vendor name as the primary business requirement

C. Reject the stakeholder's idea without investigation

D. Ask the vendor to define the organization's need

Correct answer: A

Why: Business analysis distinguishes the need from a proposed solution so alternatives can be evaluated.

B. A named solution does not express the underlying need or outcome.

C. The proposal may be useful, but it should be evaluated against the need.

D. A seller's solution interest does not replace stakeholder and enterprise analysis.

QUESTION 1383 Business Analysis | Task 3 | Difficult | Single answer

A requirement for a public-transit passenger application says the system must be user-friendly, but no measurable behavior is defined. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Let each tester decide what user-friendly means, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Work with stakeholders to create specific, testable acceptance criteria and examples

C. Keep the wording because flexibility prevents disagreement, with ownership assigned and progress reported through the normal project communication channel

D. Select a user-interface design before clarifying the outcome

Correct answer: B

Why: Testable criteria convert subjective wording into shared evidence of completion.

A. Independent interpretations create inconsistent acceptance.

C. Ambiguity postpones rather than prevents disagreement.

D. A design choice does not define the acceptance need.

QUESTION 1384 Business Analysis | Task 3 | Difficult | Single answer

Sales wants speed while compliance requires additional checks in a public-transit passenger application. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Average the number of checks requested by each group

B. Accept the sales request because revenue is measurable

C. Facilitate analysis of the underlying needs, constraints, risks, and value to agree a compliant prioritized requirement

D. Document both requirements as mandatory without resolving the contradiction

Correct answer: C

Why: Conflict should be resolved through evidence and shared objectives rather than authority or averaging.

A. A numerical compromise may fail compliance and the business need.

B. Business value does not authorize noncompliance.

D. Unresolved mandatory requirements cannot guide a coherent solution.

QUESTION 1385 Business Analysis | Task 3 | Difficult | Single answer

A test for a public-transit passenger application fails, and the team cannot identify which approved need the tested feature supports. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Repeat the test until it passes, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Delete the test because its requirement is unclear, while keeping the current delivery target and asking the team to report any resulting variance

C. Ask the tester to invent a requirement

D. Trace the feature and test through the requirements traceability information and resolve the missing or invalid link

Correct answer: D

Why: Traceability connects need, requirement, design, delivery, and verification evidence.

A. Repetition does not establish why the feature exists or what it should satisfy.

B. The gap should be analyzed before evidence is removed.

C. Requirements require stakeholder and governance authority, not retrospective invention.

QUESTION 1386 Business Analysis | Task 3 | Moderate | Single answer

Users of a public-transit passenger application perform a complex physical workflow but cannot fully explain their tacit steps. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Observe the work and ask focused follow-up questions, then validate the modeled workflow

B. Use only a generic online survey, while keeping the current delivery target and asking the team to report any resulting variance

C. Copy the documented procedure without checking actual practice

D. Ask a sponsor who never performs the work

Correct answer: A

Why: Observation reveals tacit behavior that interviews alone may miss.

B. A survey is weak for discovering detailed tacit process steps.

C. Documented and performed work may differ.

D. Strategic authority does not replace operational knowledge.

QUESTION 1387 Business Analysis | Task 3 | Difficult | Single answer

Stakeholders cannot agree how a new interaction in a public-transit passenger application should behave from written requirements alone. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Build the full production feature before seeking feedback, then brief the governance group and measure the response against the agreed success criteria

B. Create a fit-for-purpose prototype, gather structured feedback, and update the requirements or backlog

C. Treat the prototype as automatically approved production scope, with supporting documentation completed and the outcome checked during the next control cycle

D. Stop elicitation until stakeholders agree without evidence, then document the rationale and review the result at the next governance checkpoint

Correct answer: B

Why: A prototype makes abstract needs concrete and supports validated learning.

A. This commits excessive effort before uncertainty is reduced.

C. Prototype feedback still needs analysis and appropriate approval.

D. A learning tool is available to help resolve the uncertainty.

QUESTION 1388 Business Analysis | Task 4 | Difficult | Single answer

The roadmap for a public-transit passenger application is a list of technical tasks with no connection to customer or business outcomes. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Add more low-level tasks to make it comprehensive, with supporting documentation completed and the outcome checked during the next control cycle

B. Replace all dates with developer names

C. Reframe the roadmap around product direction, outcomes, themes or capabilities, and decision-relevant sequencing

D. Keep it unchanged because roadmaps and schedules are identical

Correct answer: C

Why: A roadmap communicates strategic product direction rather than duplicating a task schedule.

A. More task detail does not restore outcome and direction logic.

B. Ownership detail does not make a task list a product roadmap.

D. The artifacts serve different decision purposes.

QUESTION 1389 Business Analysis | Task 4 | Difficult | Single answer

A release for a public-transit passenger application cannot include every candidate feature within its fixed date and capacity. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Include the features requested by the most senior stakeholder first, then document the rationale and review the result at the next governance checkpoint

B. Split capacity equally across every feature, while briefing affected stakeholders and recording the expected effect on delivery

C. Hide excluded features so stakeholders do not object, then update the relevant project records and monitor the outcome against the current plan

D. Prioritize using value, risk, dependencies, compliance, readiness, and effort, then update the release forecast transparently

Correct answer: D

Why: Release scope is a product decision informed by multiple constraints and evidence.

A. Seniority alone is not a defensible prioritization method.

B. Equal allocation may leave no coherent or compliant increment.

C. Transparent trade-offs are necessary for informed decisions.

QUESTION 1390 Business Analysis | Task 4 | Moderate | Single answer

Costs for a public-transit passenger application increase sharply while the expected benefit remains uncertain. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Reassess feasibility, benefits, alternatives, and assumptions, then provide governance an evidence-based recommendation

B. Continue because money already spent must be recovered, while briefing affected stakeholders and recording the expected effect on delivery

C. Cancel immediately without analyzing alternatives or obligations, then update the relevant project records and monitor the outcome against the current plan

D. Increase the benefit estimate until the business case is positive

Correct answer: A

Why: Material changes to value and feasibility should inform the investment decision.

B. Sunk cost is not a reason to invest further in weak value.

C. Governance needs integrated evidence and options.

D. Manipulating assumptions destroys decision quality.

QUESTION 1391 Business Analysis | Task 4 | Difficult | Single answer

The sponsor says a public-transit passenger application will improve service but no baseline, target, timing, or benefit owner exists. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Use project completion as the only benefit measure

B. Define measurable outcomes, baseline and target values, realization timing, and accountable ownership

C. Wait until closure to decide how success will be measured

D. Assign every benefit to the project manager after the project ends

Correct answer: B

Why: Benefits require observable measures and ownership beyond delivery activity.

A. Delivery completion does not prove the intended outcome.

C. Late definition prevents baseline collection and informed decisions.

D. Operational benefit ownership often continues after temporary project authority.

QUESTION 1392 Business Analysis | Task 4 | Difficult | Single answer

Two solution options for a public-transit passenger application have different costs and benefits, but one stakeholder wants to choose only the fastest. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Choose the fastest without calculating value, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Choose the highest-cost option because it must be better, then communicate the direction to the team and track whether it removes the immediate constraint

C. Compare the options using agreed value measures, including net benefit, ROI, risk, timing, and strategic fit

D. Average the two options into an untested design

Correct answer: C

Why: Speed is one factor; the investment decision should consider total value and uncertainty.

A. Short duration does not establish economic benefit.

B. Cost is not evidence of value.

D. Combining solutions may create new cost and feasibility issues.

QUESTION 1393 Business Analysis | Task 4 | Difficult | Single answer

Validated market evidence changes the relative value of roadmap items in a public-transit passenger application. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Keep the roadmap fixed because it was approved

B. Change priorities privately without informing delivery or governance

C. Remove the evidence from the decision record

D. Review the evidence with product decision makers and adapt roadmap priorities while communicating impacts

Correct answer: D

Why: A roadmap is directional and should respond to validated changes in value and context.

A. Approval does not make a product forecast immune to new evidence.

B. Uncommunicated changes create conflicting expectations.

C. Traceable rationale supports alignment and future learning.

QUESTION 1394 Business Analysis | Task 5 | Moderate | Single answer

A low-priority backlog item for a public-transit passenger application may not be delivered for a year and its market assumptions are changing. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Keep it at an appropriate level and elaborate details closer to delivery when the information is more reliable

B. Write exhaustive acceptance criteria now and prohibit revision, while preserving an audit trail and escalating only if the selected response does not work

C. Delete the item because it lacks current detail, then record assumptions, notify the affected groups, and revisit the choice at the next review

D. Move it into the next iteration so details become urgent, with ownership assigned and progress reported through the normal project communication channel

Correct answer: A

Why: Just-in-time elaboration avoids waste while preserving enough information for portfolio and product decisions.

B. Detailed effort may be wasted as assumptions change.

C. Lack of near-term detail does not mean it has no future value.

D. Artificial urgency is not value-based prioritization.

QUESTION 1395 Business Analysis | Task 5 | Difficult | Single answer

An adaptive team on a public-transit passenger application says business analysis is unnecessary because requirements can change. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Create all detailed requirements upfront and freeze them, then record assumptions, notify the affected groups, and revisit the choice at the next review

B. Integrate ongoing needs, stakeholder, requirement, value, and acceptance analysis into backlog and delivery activities

C. Stop documenting acceptance criteria

D. Assign analysis only after development is complete

Correct answer: B

Why: Adaptive work changes the timing and form of analysis, not the need for it.

A. This conflicts with learning and progressive elaboration.

C. Changing requirements still need shared and testable understanding.

D. Late analysis increases the risk of building the wrong solution.

QUESTION 1396 Business Analysis | Task 5 | Difficult | Single answer

The Product Owner for a public-transit passenger application asks the business analyst to choose priorities without stakeholder or value evidence. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Choose based on personal preference, with ownership assigned and progress reported through the normal project communication channel

B. Refuse to provide any recommendation, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

C. Facilitate analysis and provide evidence while keeping product-ordering accountability clear

D. Ask developers to vote on business value without stakeholder input, while keeping the current delivery target and asking the team to report any resulting variance

Correct answer: C

Why: The analyst supports sound decisions without silently taking over accountable product authority.

A. Preference is not evidence and obscures accountability.

B. Facilitation and analysis include presenting evidence-based options.

D. Technical insight matters, but it does not replace product and stakeholder evidence.

QUESTION 1397 Business Analysis | Task 5 | Difficult | Single answer

A backlog item for a public-transit passenger application is too large for one iteration and mixes several user outcomes. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Split it only by technical layers that deliver no usable outcome, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Increase the iteration length until it fits

C. Mark part of the item done while keeping one acceptance result

D. Split it into smaller valuable slices while maintaining traceability to the original need

Correct answer: D

Why: Vertical value slices improve flow and learning without losing business intent.

A. Component-only slices can delay feedback and value.

B. Changing the timebox avoids rather than improves decomposition.

C. Partial completion should be transparent and tied to clear acceptance.

QUESTION 1398 Business Analysis | Task 6 | Moderate | Single answer

A delivered feature in a public-transit passenger application does not meet an approved performance specification. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Record and analyze the nonconformance, correct the solution, and repeat verification before seeking acceptance

B. Ask users to accept it because they may not notice

C. Change the specification after the test without authorization

D. Classify the defect as a new benefit

Correct answer: A

Why: Verification checks whether the solution was built according to specification.

B. Acceptance should not conceal known nonconformance.

C. A failed result does not itself authorize a requirement change.

D. A defect is not transformed by relabeling.

QUESTION 1399 Business Analysis | Task 6 | Difficult | Single answer

A feature in a public-transit passenger application meets its written specification but users cannot achieve the intended outcome with it. Research includes conflicting accessibility and commuter evidence, and funding is limited. How should the project manager proceed?

A. Repeat the same technical verification only, then brief the governance group and measure the response against the agreed success criteria

B. Revisit the underlying need and requirement validity with users, then assess the required change

C. Declare success because every specification passed, with supporting documentation completed and the outcome checked during the next control cycle

D. Train users to report the outcome as achieved

Correct answer: B

Why: Conformance without fitness for use indicates a validation problem.

A. More conformance testing does not resolve the wrong or incomplete need.

C. Passing specifications is insufficient when the solution does not meet the intended need.

D. Changing reporting does not create actual value.

QUESTION 1400 Business Analysis | Task 6 | Difficult | Single answer

During user acceptance for a public-transit passenger application, a user asks for behavior not described in the approved criteria. Research includes conflicting accessibility and commuter evidence, and funding is limited. Which action best aligns with PMI practice?

A. Treat every UAT comment as a defect

B. Treat every UAT comment as new scope

C. Clarify and trace the request to determine whether it is a defect, misunderstanding, or new requirement before deciding action

D. Implement the behavior immediately to secure approval

Correct answer: C

Why: Correct classification determines whether correction, clarification, or change control applies.

A. A new preference is not automatically nonconformance.

B. Some comments reveal genuine failure against approved criteria.

D. Action before classification may introduce unauthorized scope.

Questions 1401-1425

QUESTION 1401 Business Analysis | Task 6 | Difficult | Single answer

The solution for a public-transit passenger application meets functional criteria, but data migration rehearsal and support training are incomplete. Research includes conflicting accessibility and commuter evidence, and funding is limited. What should the project manager do first?

A. Release because development is complete, then document the rationale and review the result at the next governance checkpoint

B. Delete the transition requirements, while briefing affected stakeholders and recording the expected effect on delivery

C. Transfer all readiness risk to users without agreement

D. Assess the transition requirements and delay or condition release until readiness risks are acceptably addressed

Correct answer: D

Why: Functional acceptance alone does not establish operational transition readiness.

A. Development completion does not remove migration and support risk.

B. Requirements cannot be removed merely to protect a date.

C. Risk ownership and acceptance require explicit, authorized decisions.

QUESTION 1402 Business Analysis | Task 6 | Moderate | Single answer

After launch of a public-transit passenger application, usage is high but the intended cycle-time benefit is not improving. Research includes conflicting accessibility and commuter evidence, and funding is limited. What is the best next action?

A. Analyze outcome measures and causes with the benefit owner, then adapt the solution or adoption approach

B. Declare success because many users logged in, while briefing affected stakeholders and recording the expected effect on delivery

C. Stop measuring after launch

D. Change the target to the current result without governance

Correct answer: A

Why: Activity and usage measures do not replace the intended business outcome.

B. High usage may coexist with poor business results.

C. Benefits realization often continues beyond delivery.

D. Targets should not be manipulated to manufacture success.

QUESTION 1403 Business Analysis | Task 1 | Difficult | Single answer

On a global customer-support redesign, the product manager and project manager both believe they own the product roadmap. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Let both publish separate roadmaps, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Clarify decision rights and responsibilities using the governance model before roadmap decisions continue

C. Give ownership to the person with the higher job title, then communicate the direction to the team and track whether it removes the immediate constraint

D. Delay clarification until a conflict causes a missed release, while preserving an audit trail and escalating only if the selected response does not work

Correct answer: B

Why: Role clarity prevents conflicting decisions and gaps between product and project accountabilities.

A. Competing product directions create confusion and misalignment.

C. Authority should follow defined accountability, not title alone.

D. Known ambiguity should be resolved before it damages delivery.

QUESTION 1404 Business Analysis | Task 1 | Difficult | Single answer

For a global customer-support redesign, leaders need someone to guide product vision, strategy, roadmap, value, and life-cycle decisions. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Assign all strategic product decisions to the business analyst by default, then communicate the direction to the team and track whether it removes the immediate constraint

B. Ask the project scheduler to set the product vision

C. Confirm product-management accountability and have the business analyst support needs and requirements analysis

D. Let every stakeholder maintain a separate product strategy

Correct answer: C

Why: Product direction and requirement analysis are related but distinct accountabilities.

A. A business analyst facilitates analysis but does not automatically own product strategy.

B. Schedule responsibility does not confer product strategy ownership.

D. Fragmented strategies prevent coherent value decisions.

QUESTION 1405 Business Analysis | Task 1 | Difficult | Single answer

Late in requirements work for a global customer-support redesign, the team discovers an operations group that must support the solution. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Ignore the group because requirements workshops already ended, while preserving an audit trail and escalating only if the selected response does not work

B. Accept every new request without analysis, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Restart the entire project automatically, with ownership assigned and progress reported through the normal project communication channel

D. Add and analyze the stakeholder, assess requirement and transition impacts, and update engagement plans

Correct answer: D

Why: A newly identified stakeholder should be analyzed before its needs and impacts are incorporated.

A. Stakeholder identification and analysis continue throughout the work.

B. Identification does not make all requests valid or in scope.

C. The impact may be manageable through current analysis and change processes.

QUESTION 1406 Business Analysis | Task 1 | Moderate | Single answer

A regulator and an internal process owner give different interpretations of a requirement for a global customer-support redesign. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. How should the project manager proceed?

A. Clarify authority, source, intent, and compliance evidence with both roles before baselining the requirement

B. Use the internal view because the process owner is easier to contact, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Use the regulator's statement without documenting its effect, with ownership assigned and progress reported through the normal project communication channel

D. Ask developers to choose the interpretation

Correct answer: A

Why: Internal ownership and external authority must be understood and reconciled through evidence.

B. Convenience does not override regulatory authority.

C. The authoritative interpretation still needs traceability and impact assessment.

D. Technical implementation authority does not resolve business or regulatory meaning.

QUESTION 1407 Business Analysis | Task 2 | Difficult | Single answer

Employees affected by a global customer-support redesign may not discuss workflow problems honestly in front of their managers. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Begin with a large meeting led by the managers

B. Use confidential individual interviews, then synthesize themes and validate them appropriately

C. Send a public spreadsheet showing each person's comments

D. Rely only on existing procedures because interviews are subjective

Correct answer: B

Why: A private channel reduces social pressure while allowing follow-up and clarification.

A. The setting may suppress the evidence being sought.

C. This undermines confidentiality and may discourage truthful input.

D. Documents may not reveal actual workarounds or concerns.

QUESTION 1408 Business Analysis | Task 2 | Difficult | Single answer

Thousands of geographically dispersed users of a global customer-support redesign must provide comparable feedback quickly. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Interview every user individually before any analysis, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Ask one manager to represent all users, while keeping the current delivery target and asking the team to report any resulting variance

C. Use a well-designed survey for breadth and follow with targeted interviews or workshops for depth

D. Run an unstructured meeting in one location

Correct answer: C

Why: The combination efficiently gathers comparable data and explores important findings.

A. This is unlikely to be timely or efficient at the stated scale.

B. A single proxy may conceal important variation.

D. The channel excludes much of the dispersed population and reduces comparability.

QUESTION 1409 Business Analysis | Task 2 | Difficult | Single answer

Several departments on a global customer-support redesign disagree about a shared process and must understand dependencies together. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Collect separate wish lists and merge them without discussion

B. Let the largest department define the process

C. Send a final requirement before elicitation

D. Facilitate a structured workshop with the right decision makers, process knowledge, and documented outcomes

Correct answer: D

Why: Real-time collaboration is suited to reconciling cross-functional perspectives and dependencies.

A. Combining text does not resolve conflicts or shared-process effects.

B. Size alone is not a valid decision criterion.

C. A predetermined answer bypasses stakeholder analysis and collaboration.

QUESTION 1410 Business Analysis | Task 2 | Moderate | Single answer

Executives and delivery specialists need updates about the same roadmap for a global customer-support redesign. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. How should the project manager proceed?

A. Keep the underlying direction consistent while tailoring detail, format, and decision focus to each audience

B. Create contradictory roadmaps for each audience, then brief the governance group and measure the response against the agreed success criteria

C. Give executives the full technical backlog and no summary, with supporting documentation completed and the outcome checked during the next control cycle

D. Replace the roadmap with a schedule for everyone, then document the rationale and review the result at the next governance checkpoint

Correct answer: A

Why: Effective communication preserves meaning but matches the receiver's information needs.

B. Tailoring detail should not change the agreed direction.

C. Excess detail can obscure the decisions executives need to make.

D. A schedule does not communicate the same product direction and outcome logic.

QUESTION 1411 Business Analysis | Task 3 | Difficult | Single answer

A stakeholder begins requirements for a global customer-support redesign by insisting that a specific vendor tool must be purchased. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Write the vendor name as the primary business requirement, with supporting documentation completed and the outcome checked during the next control cycle

B. Explore the underlying problem, desired outcomes, constraints, and evaluation criteria before confirming a solution

C. Reject the stakeholder's idea without investigation

D. Ask the vendor to define the organization's need

Correct answer: B

Why: Business analysis distinguishes the need from a proposed solution so alternatives can be evaluated.

A. A named solution does not express the underlying need or outcome.

C. The proposal may be useful, but it should be evaluated against the need.

D. A seller's solution interest does not replace stakeholder and enterprise analysis.

QUESTION 1412 Business Analysis | Task 3 | Difficult | Single answer

A requirement for a global customer-support redesign says the system must be user-friendly, but no measurable behavior is defined. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Let each tester decide what user-friendly means, then document the rationale and review the result at the next governance checkpoint

B. Keep the wording because flexibility prevents disagreement, while briefing affected stakeholders and recording the expected effect on delivery

C. Work with stakeholders to create specific, testable acceptance criteria and examples

D. Select a user-interface design before clarifying the outcome, then update the relevant project records and monitor the outcome against the current plan

Correct answer: C

Why: Testable criteria convert subjective wording into shared evidence of completion.

A. Independent interpretations create inconsistent acceptance.

B. Ambiguity postpones rather than prevents disagreement.

D. A design choice does not define the acceptance need.

QUESTION 1413 Business Analysis | Task 3 | Difficult | Single answer

Sales wants speed while compliance requires additional checks in a global customer-support redesign. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Average the number of checks requested by each group, while briefing affected stakeholders and recording the expected effect on delivery

B. Accept the sales request because revenue is measurable

C. Document both requirements as mandatory without resolving the contradiction

D. Facilitate analysis of the underlying needs, constraints, risks, and value to agree a compliant prioritized requirement

Correct answer: D

Why: Conflict should be resolved through evidence and shared objectives rather than authority or averaging.

A. A numerical compromise may fail compliance and the business need.

B. Business value does not authorize noncompliance.

C. Unresolved mandatory requirements cannot guide a coherent solution.

QUESTION 1414 Business Analysis | Task 3 | Moderate | Single answer

A test for a global customer-support redesign fails, and the team cannot identify which approved need the tested feature supports. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. How should the project manager proceed?

A. Trace the feature and test through the requirements traceability information and resolve the missing or invalid link

B. Repeat the test until it passes

C. Delete the test because its requirement is unclear

D. Ask the tester to invent a requirement

Correct answer: A

Why: Traceability connects need, requirement, design, delivery, and verification evidence.

B. Repetition does not establish why the feature exists or what it should satisfy.

C. The gap should be analyzed before evidence is removed.

D. Requirements require stakeholder and governance authority, not retrospective invention.

QUESTION 1415 Business Analysis | Task 3 | Difficult | Single answer

Users of a global customer-support redesign perform a complex physical workflow but cannot fully explain their tacit steps. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Use only a generic online survey, with the sponsor informed and the resulting impact reviewed at the next status meeting

B. Observe the work and ask focused follow-up questions, then validate the modeled workflow

C. Copy the documented procedure without checking actual practice, then communicate the direction to the team and track whether it removes the immediate constraint

D. Ask a sponsor who never performs the work

Correct answer: B

Why: Observation reveals tacit behavior that interviews alone may miss.

A. A survey is weak for discovering detailed tacit process steps.

C. Documented and performed work may differ.

D. Strategic authority does not replace operational knowledge.

QUESTION 1416 Business Analysis | Task 3 | Difficult | Single answer

Stakeholders cannot agree how a new interaction in a global customer-support redesign should behave from written requirements alone. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Build the full production feature before seeking feedback

B. Treat the prototype as automatically approved production scope

C. Create a fit-for-purpose prototype, gather structured feedback, and update the requirements or backlog

D. Stop elicitation until stakeholders agree without evidence

Correct answer: C

Why: A prototype makes abstract needs concrete and supports validated learning.

A. This commits excessive effort before uncertainty is reduced.

B. Prototype feedback still needs analysis and appropriate approval.

D. A learning tool is available to help resolve the uncertainty.

QUESTION 1417 Business Analysis | Task 4 | Difficult | Single answer

The roadmap for a global customer-support redesign is a list of technical tasks with no connection to customer or business outcomes. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Add more low-level tasks to make it comprehensive, while preserving an audit trail and escalating only if the selected response does not work

B. Replace all dates with developer names, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Keep it unchanged because roadmaps and schedules are identical

D. Reframe the roadmap around product direction, outcomes, themes or capabilities, and decision-relevant sequencing

Correct answer: D

Why: A roadmap communicates strategic product direction rather than duplicating a task schedule.

A. More task detail does not restore outcome and direction logic.

B. Ownership detail does not make a task list a product roadmap.

C. The artifacts serve different decision purposes.

QUESTION 1418 Business Analysis | Task 4 | Moderate | Single answer

A release for a global customer-support redesign cannot include every candidate feature within its fixed date and capacity. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. How should the project manager proceed?

A. Prioritize using value, risk, dependencies, compliance, readiness, and effort, then update the release forecast transparently

B. Include the features requested by the most senior stakeholder first, then record assumptions, notify the affected groups, and revisit the choice at the next review

C. Split capacity equally across every feature

D. Hide excluded features so stakeholders do not object

Correct answer: A

Why: Release scope is a product decision informed by multiple constraints and evidence.

B. Seniority alone is not a defensible prioritization method.

C. Equal allocation may leave no coherent or compliant increment.

D. Transparent trade-offs are necessary for informed decisions.

QUESTION 1419 Business Analysis | Task 4 | Difficult | Single answer

Costs for a global customer-support redesign increase sharply while the expected benefit remains uncertain. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Continue because money already spent must be recovered, with ownership assigned and progress reported through the normal project communication channel

B. Reassess feasibility, benefits, alternatives, and assumptions, then provide governance an evidence-based recommendation

C. Cancel immediately without analyzing alternatives or obligations, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

D. Increase the benefit estimate until the business case is positive, while keeping the current delivery target and asking the team to report any resulting variance

Correct answer: B

Why: Material changes to value and feasibility should inform the investment decision.

A. Sunk cost is not a reason to invest further in weak value.

C. Governance needs integrated evidence and options.

D. Manipulating assumptions destroys decision quality.

QUESTION 1420 Business Analysis | Task 4 | Difficult | Single answer

The sponsor says a global customer-support redesign will improve service but no baseline, target, timing, or benefit owner exists. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Use project completion as the only benefit measure, then capture the decision, its expected benefit, and any follow-up action in the appropriate log

B. Wait until closure to decide how success will be measured

C. Define measurable outcomes, baseline and target values, realization timing, and accountable ownership

D. Assign every benefit to the project manager after the project ends

Correct answer: C

Why: Benefits require observable measures and ownership beyond delivery activity.

A. Delivery completion does not prove the intended outcome.

B. Late definition prevents baseline collection and informed decisions.

D. Operational benefit ownership often continues after temporary project authority.

QUESTION 1421 Business Analysis | Task 4 | Difficult | Single answer

Two solution options for a global customer-support redesign have different costs and benefits, but one stakeholder wants to choose only the fastest. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Choose the fastest without calculating value, while keeping the current delivery target and asking the team to report any resulting variance

B. Choose the highest-cost option because it must be better, then brief the governance group and measure the response against the agreed success criteria

C. Average the two options into an untested design, with supporting documentation completed and the outcome checked during the next control cycle

D. Compare the options using agreed value measures, including net benefit, ROI, risk, timing, and strategic fit

Correct answer: D

Why: Speed is one factor; the investment decision should consider total value and uncertainty.

A. Short duration does not establish economic benefit.

B. Cost is not evidence of value.

C. Combining solutions may create new cost and feasibility issues.

QUESTION 1422 Business Analysis | Task 4 | Moderate | Single answer

Validated market evidence changes the relative value of roadmap items in a global customer-support redesign. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. How should the project manager proceed?

A. Review the evidence with product decision makers and adapt roadmap priorities while communicating impacts

B. Keep the roadmap fixed because it was approved, then brief the governance group and measure the response against the agreed success criteria

C. Change priorities privately without informing delivery or governance, with supporting documentation completed and the outcome checked during the next control cycle

D. Remove the evidence from the decision record

Correct answer: A

Why: A roadmap is directional and should respond to validated changes in value and context.

B. Approval does not make a product forecast immune to new evidence.

C. Uncommunicated changes create conflicting expectations.

D. Traceable rationale supports alignment and future learning.

QUESTION 1423 Business Analysis | Task 5 | Difficult | Single answer

A low-priority backlog item for a global customer-support redesign may not be delivered for a year and its market assumptions are changing. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. Which action best aligns with PMI practice?

A. Write exhaustive acceptance criteria now and prohibit revision

B. Keep it at an appropriate level and elaborate details closer to delivery when the information is more reliable

C. Delete the item because it lacks current detail

D. Move it into the next iteration so details become urgent

Correct answer: B

Why: Just-in-time elaboration avoids waste while preserving enough information for portfolio and product decisions.

A. Detailed effort may be wasted as assumptions change.

C. Lack of near-term detail does not mean it has no future value.

D. Artificial urgency is not value-based prioritization.

QUESTION 1424 Business Analysis | Task 5 | Difficult | Single answer

An adaptive team on a global customer-support redesign says business analysis is unnecessary because requirements can change. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What should the project manager do first?

A. Create all detailed requirements upfront and freeze them, then document the rationale and review the result at the next governance checkpoint

B. Stop documenting acceptance criteria, while briefing affected stakeholders and recording the expected effect on delivery

C. Integrate ongoing needs, stakeholder, requirement, value, and acceptance analysis into backlog and delivery activities

D. Assign analysis only after development is complete

Correct answer: C

Why: Adaptive work changes the timing and form of analysis, not the need for it.

A. This conflicts with learning and progressive elaboration.

B. Changing requirements still need shared and testable understanding.

D. Late analysis increases the risk of building the wrong solution.

QUESTION 1425 Business Analysis | Task 5 | Difficult | Single answer

The Product Owner for a global customer-support redesign asks the business analyst to choose priorities without stakeholder or value evidence. Regional stakeholders want different capabilities, while executives expect measurable value this quarter. What is the best next action?

A. Choose based on personal preference

B. Refuse to provide any recommendation

C. Ask developers to vote on business value without stakeholder input

D. Facilitate analysis and provide evidence while keeping product-ordering accountability clear

Correct answer: D

Why: The analyst supports sound decisions without silently taking over accountable product authority.

A. Preference is not evidence and obscures accountability.

B. Facilitation and analysis include presenting evidence-based options.

C. Technical insight matters, but it does not replace product and stakeholder evidence.