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QUESTION 1

Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

- A. Evaluating the project
- B. Releasing the resources
- C. Closing the contracts
- D. Reconciling the budget

Correct Answer: D

The project triple constraint refers to the relationship between scope, time, and cost in a project. Reconciling the project budget at the closing phase of a project ensures that all expenses have been accounted for, and the final budget is reconciled with the actual expenses, which is crucial to measuring cost performance.

Evaluating the project is an activity that should be conducted throughout the project and not just in the closing phase. The purpose of evaluating the project is to determine whether the project was a success or failure, or if there are any areas that require improvement.

QUESTION 2

A developer focused on a single story during an entire sprint. The story was underestimated and, therefore, was not completed. Which of the following steps should the Scrum team take NEXT?

- A. Assign more resources to complete similar stories in the future.
- B. Break the stories into workable items that can be completed within one sprint.
- C. Extend the sprint duration when required with the approval of the product owner.
- D. Release the current progress into production and carry over the rest of the code for the next sprint.

Correct Answer: B

In this scenario, since the developer focused on a single story for the entire sprint and it wasn't completed due to underestimation, the Scrum team should consider breaking stories into smaller, more manageable items that can be completed within one sprint. This practice helps ensure that work is sized appropriately and can be completed within the sprint's time frame. It's important to maintain a sustainable pace and aim for regular delivery of increments to increase predictability and value delivery.

QUESTION 3

A financial manager reports that several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Which of the following could MOST likely be the cause of this issue?

- A. A project manager assigned the wrong resources.



- B. A project manager did not release the resources.
- C. A project manager did not remove the system access.
- D. A project manager did not provide the project sign-off.

Correct Answer: B

QUESTION 4

A project manager needs to update the project sponsor and senior stakeholders about the progress of a project. Which of the following tools will the project manager MOST likely use?

- A. Dashboard
- B. Gantt chart
- C. Work breakdown structure
- D. Requirements Traceability Matrix

Correct Answer: A

A project manager is most likely to use a dashboard to update the project sponsor and senior stakeholders about the progress of a project. A dashboard is a visual tool that provides a high-level overview of the project's status, including key performance indicators (KPIs), progress, risks, and other important information. Dashboards are designed to be easily understood and can quickly convey the project's health and status to stakeholders, making them an effective communication tool for project updates.

QUESTION 5

A project team needs a tool to store information that is captured throughout the life cycle of a project. The information should be stored in a centralized location that is easily accessible to all stakeholders and will provide search functionality. Which of the following tools should be used?

- A. Secure folder
- B. Real-time, multiauthoring editing software
- C. Digital whiteboard
- D. Wiki knowledge base

Correct Answer: D

Wikis are particularly useful for projects requiring lots of documentation that will be accessed and edited by team members in multiple locations and time zones.