

FAST PASS Guarantee with SPOTO

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QUESTION 1

A globally distributed project team is running behind schedule due to the lack of team commitment and low morale. In order to bring the schedule back on track, what should the project manager do first?

- A. Update the issue log and communicate it to the team.
- B. Seek the sponsor's approval to extend the project schedule.
- C. Set up a meeting to perform a root cause analysis.
- D. Permanently colocate the team for better performance.

Correct Answer: C

QUESTION 2

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams. What should the project manager do?

- A. Update the project schedule to reflect the delay.
- B. Emphasize to the teams the importance of meeting the agreed deadlines.
- C. Provide appropriate training to compensate for the mismatch.
- D. Accept the risk of the project missing deadlines due to the mismatch.

Correct Answer: C

QUESTION 3

A company changed the product owner on an existing project. The new product owner has less knowledge of the product than everybody else on the team. Due to the product owner's lack of knowledge, the team does not consider the opinions of the product owner seriously and mostly relies on the project manager's opinion. What should the project manager do?

- A. Work with the project management office (PMO) manager to generate an onboarding plan for the new product owner.
- B. Schedule time to share insights with the new product owner about the product and project information.
- C. Organize a team-building activity and ask the team to respect the opinions of the new product owner.
- D. Assume the role of the product owner while the product owner gets familiar with the product.

Correct Answer: B

QUESTION 4

An agile project is running its fifth iteration out of 10. After the last retrospective, the team members realize that they had to work extra hours to deliver the committed work. What should the project manager do?

- A. Ask the team to have a lower commitment for the next iteration.
- B. Conduct a focused retrospective to help the team to discover the root cause.
- C. Ask for additional team members to maintain the velocity.
- D. Implement a checkpoint in the iteration to verify if the team is on track.

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Correct Answer: B



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QUESTION 5

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose 2)

- A. A lack of direction and motivation for the team in the workshop
- B. A lot of discussions that yield no results or possibly too many results
- C. A focus on the negative and a disinterest in further improvements
- D. Time management plan for the retrospective workshop to not be updated
- E. Lessons learned from other teams to not be considered

Correct Answer: AE

QUESTION 6

A company is transitioning from a predictive approach to an agile approach. The team members work remotely, and some have personal conflicts that make them unavailable for some project ceremonies. The product owner has made it clear that the agenda is very tight and the team should make every effort to participate in all ceremonies.

What should the project manager, as a servant leader, do to address this situation?

- A. Ask the team members to decide collectively on how to support the team.
- B. Evaluate alternative options and try to find resources with similar skills.
- C. Perform the ceremonies without the team members and send them notes by email.
- D. Engage in separate ceremonies with these team members to allow them to stay on the project.

Correct Answer: A

QUESTION 7

A new manufacturing line project is planned to be delivered in iterations for the equipment installation phase. During one of the iterations, the vendor communicates to the project manager that they will not be able to deliver some of the equipment at the agreed dates.

What should the project manager do next?

- A. Review the procurement agreements to address the situation.
- B. Update the product backlog in order to address the delays.
- C. Replan the remaining iterations according to the new installation dates.
- D. Find another vendor who can fulfill the delivery dates.

Correct Answer: A

QUESTION 8

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the complexity of the work was underestimated.

What should the project manager do?

- A. Ask the technical manager to help the team with the issue.

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- B. Update the issue log and escalate it to the project sponsor.
- C. Meet with the team to review internal actions to resolve the situation.
- D. Ask to replace some team members with more experienced ones.

Correct Answer: C

QUESTION 9

On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled over the holiday periods in the overseas offices.

What should the project manager do next?



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- A. Request that the offices in overseas locations work overtime to mitigate schedule slippages.
- B. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.
- C. Hire additional personnel on a temporary basis to cover the extra workload during the holiday seasons.
- D. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion

Correct Answer: B

QUESTION 10

A company is interested in reducing production costs in one of its production lines. When the project charter was about to be approved, one of the key stakeholders questioned the project's value and caused a delay in the approval.

What should the project manager have done to avoid this setback?

- A. Assessed feasibility and impacts
- B. Developed benchmarking
- C. Analyzed stakeholders
- D. Detailed the project charter

Correct Answer: C

Phone/WhatsApp: +86 185 7567 8796
+1 (346) 638-0369

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