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PECB ISO 21502 Lead Project Manager Exam Sample Questions (Q37-Q42):

NEW QUESTION # 37

According to ISO 21502, what is the purpose of managing delivery?

- A. To enable the project benefit realization and manage the demobilization of any remaining resources and facilities
- B. To ensure that the project still meets the organization's needs and stakeholder expectations, and that risks are at an acceptable level
- **C. To define the required outputs and outcomes, and to plan and implement their delivery, enabling the project's outcomes to be achieved and benefits realized**

Answer: C

Explanation:

The correct answer is A . Managing delivery is concerned with defining the required outputs and outcomes, then planning and implementing their delivery so that the project can achieve its intended outcomes and enable benefits realization. Delivery management bridges the gap between project planning and the creation of usable outputs. It ensures that the project's scope, outputs, acceptance expectations, work packages, resources, dependencies, quality needs, and implementation activities are organized to produce what the project was established to deliver. Option B relates more closely to closure and post-delivery transition, because demobilizing remaining resources and facilities occurs when project work is being concluded. Option C describes continued business justification, governance review, or project control, where the organization verifies whether the project remains relevant, acceptable, and aligned with stakeholder expectations and risk tolerance. Managing delivery is therefore more operational and output-focused: it turns the approved plan and requirements into controlled execution. It also supports benefits indirectly by ensuring that outputs are fit for use and capable of producing intended outcomes. The source question set gives option A as the complete purpose statement for managing delivery.

Reference topics: managing delivery, outputs, outcomes, benefits realization, implementation planning, delivery control.

NEW QUESTION # 38

To whom does the project manager report?

- A. Key stakeholders
- B. Only to organization's top management
- **C. Project sponsor and project board**

Answer: C

Explanation:

The correct answer is C. Project sponsor and project board . The project manager normally reports to the project sponsor and, where established, the project board. These governance roles provide direction, oversight, authorization, and decision-making authority for the project. The sponsor maintains the business link between the project and the sponsoring organization, while the project board may represent broader governance interests, including business, user, supplier, technical, or organizational perspectives. Reporting to these roles enables performance review, escalation, approval of significant changes, risk-based decisions, and continued justification. Option A is too narrow and too rigid because the project manager does not report only to top management in every project. Reporting arrangements depend on the project governance structure.

Option B is also too broad because key stakeholders may receive information, but they are not necessarily the formal reporting authority. Stakeholder communications and governance reporting are related but not identical. A project manager may communicate with many stakeholders, but formal accountability reporting is directed to the sponsor and project board. The uploaded source question identifies sponsor and project board as the correct reporting destination.

Reference topics: project manager reporting, project sponsor, project board, governance reporting, accountability, project oversight.

NEW QUESTION # 39

Scenario:

Oakniture is a furniture manufacturer located in Bristol, England. It is known for its kitchen tables made out of different types of wood, such as chestnut, walnut, and oak. In early 2022, Lana, one of the senior researchers of the company, conducted a feasibility study to determine if there is a market for oak wood coffee tables, which indicated that the demand for oak wood coffee tables is relatively high. As such, Lana prepared a project brief and presented it to the top management of the company. The project brief included information on the project context and project objectives. After several discussions, the top management agreed that the project should be undertaken, but lastly, they asked Lana about the project duration. Lana claimed that the project duration cannot be determined and such information was not provided in the project brief; however, she added that the project duration will mainly depend on the competencies of the project team and on Oakniture's suppliers of wood.

Following that, the top management initiated the project and assigned Tom, the operations director, as the project manager, and Lana as the project sponsor. To manage the project, they decided to use the guidelines of ISO 21502.

Initially, Tom defined the governance and management framework alone, and then he mobilized the team and assigned the roles and responsibilities to each team member. In addition, Tom and the project team identified the stakeholders and developed the project plan. To ensure effective management of each project phase, Tom used a work breakdown structure (WBS) to organize project activities. Tom presented the project activities in the WBS by linking task dependencies and showing project milestones. In addition, Tom calculated the duration of each work package by determining the early start and early finish dates. Regarding the relationship between work packages, Tom required the project team to perform tasks in the predetermined order, regardless of any resource shortages they might experience.

A week after the project implementation began, Tom collected and analyzed data regarding the progress of the project. To keep everyone up to date, he held a meeting with Lana and project stakeholders.

Question:

Based on scenario 4, the governance and management approach was defined by Tom alone. Is this acceptable?

- A. Yes, the governance and management approach should be defined only by Tom, the project manager
- **B. No, Tom should have defined the governance and management approach in cooperation with Lana, the project sponsor**
- C. No, Tom should have defined the governance and management approach in cooperation with the project team

Answer: B

Explanation:

The correct answer is C . Tom should not have defined the governance and management approach alone; he should have defined it in cooperation with Lana, the project sponsor. The governance and management approach establishes how the project will be directed, authorized, controlled, reported, escalated, and managed. It includes decision rights, roles, responsibilities, authority levels, reporting arrangements, assurance needs, control mechanisms, and working methods. Because governance connects the project to the sponsoring organization's objectives and business justification, the project sponsor must be involved. The project manager can develop and operationalize the approach, but the sponsor provides the business authority and ensures that governance remains aligned with organizational priorities, investment logic, and expected benefits. Option B is not the best answer because the project team may contribute delivery insight, but the project sponsor is the essential governance partner. Option A is incorrect because allowing the project manager to define governance alone would create weak oversight and could blur the distinction between management and governance. The source scenario states that Tom defined the governance and management framework alone, which is the non-compliant action being tested.

Reference topics: governance and management framework, project sponsor, project manager, authority, project organization, integrated project direction.

NEW QUESTION # 40

According to PMBOK, what is the definition of Earned Value Analysis (EVA)?

- A. The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost
- **B. A method that utilizes a set of measures associated with scope, schedule, and cost to determine the cost and schedule performance of a project**
- C. An earned value management measure that indicates how efficiently the work is being performed with regard to the budgeted cost of the work

Answer: B

Explanation:

The correct answer is A . Earned Value Analysis, within the earned value management family of techniques, uses integrated performance measures to determine project cost and schedule performance. It links work accomplished with the budget authorized for that work and compares it against actual cost and planned progress. This makes it more powerful than simple expenditure tracking because it shows whether the project is earning value at the expected rate. Option B describes cost variance , not EVA. Cost variance is the budget deficit or surplus at a point in time, normally calculated as earned value minus actual cost. Option C describes the cost performance index , not EVA. CPI indicates cost efficiency by comparing earned value to actual cost. EVA is the broader analytical method; CV and CPI are specific measures used within earned value analysis. PMBOK defines earned value management as a methodology combining measures of scope, schedule, and resources to evaluate project performance and progress, which supports the integrated nature of EVA. The uploaded question set lists option A as the definition choice for EVA. Reference topics: earned value analysis, earned value management, cost performance, schedule performance, cost variance, CPI.

NEW QUESTION # 41

Scenario:

Exhibix is a video game developer headquartered in Zagreb, Croatia, which is known for producing therapeutic video games for children dealing with ADHD. In order to improve users' experience, Exhibix suggested undertaking a project that would enable users to interact with the virtual content in the form of holograms through augmented reality glasses in the video games. For this project, the management decided to follow the guidelines of ISO 21502 on project management.

Prior to formalizing project management, the management of Exhibix assessed, among others, the potential impacts that the project management approach may have on both internal and external stakeholders. In addition, they determined if there were sufficient resources, both human and financial, for the formalized project management. Furthermore, during this period, the management decided to assess only the nature of previous projects, due to their successful delivery.

After formalizing project management, the project board organized a meeting during which they delegated their responsibilities to the project sponsor. Following this meeting, the project sponsor and project manager proceeded to define the project phases and their time frames. Considering the complexity of the project, the project manager suggested leaving open the possibility of overlapping certain phases of the project.

The preparations began in June, and the project manager and the team, consisting of 20 highly skilled professionals, had approximately six months to implement the project. During the implementation of the project, the project team noticed that the low maturity level of the company's project management and the limited availability of resources were likely to have a negative impact on the performance of the project. With the deadline approaching, the team was also under a lot of pressure to close the project on time.

They were confronted with numerous challenges with the AR software, which led to the extension of the deadline for the project completion. During this period, the project office assisted the project manager and the team by providing administrative support and managing information regarding the project. Following these events, the project manager and the team were able to complete the project within the new set deadline. After the project sponsor confirmed the project closure, the AR glasses were released for use.

Question:

According to scenario 2, the project sponsor confirmed the project closure. Is this acceptable?

- A. No, the project office has to confirm the project closure
- **B. Yes, the project sponsor can confirm the project closure**
- C. No, the project manager should confirm the project closure

Answer: B

Explanation:

Yes. The project sponsor can confirm project closure. In ISO 21502-aligned project management, the sponsor is the role that provides business direction, supports authorization, maintains the link with the sponsoring organization, and helps ensure that the project remains justified and aligned with expected outcomes and benefits. Project closure is not only an administrative event; it is a governance decision confirming that the project has reached an appropriate end point. Closure normally includes confirming completion status, acceptance or transition of deliverables, unresolved issues, remaining risks, lessons learned, documentation, release of resources, and any handover to operations or users. The project manager usually coordinates the closure process and prepares the relevant records, but the sponsor or authorized governance body can confirm closure from the business and governance perspective. In the scenario, the project manager and team completed the project within the revised deadline, after which the sponsor confirmed closure and the AR glasses were released for use. This is acceptable because the sponsor has the authority to confirm that the project can be formally closed and transitioned. The project office may support closure documentation but does not replace sponsor authority.

Reference topics: project sponsor, project closure, acceptance, transition to use, governance decision, release of project outputs.

NEW QUESTION # 42

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