

Boost up Your Certification Score

PECB

ISO-21502-Lead-Project-Manager

ISO 21502 Lead Project Manager Exam



For More Information – Visit link below:

<https://www.examsboost.com/>

Product Version

- ✓ **Up to Date products, reliable and verified.**
- ✓ **Questions and Answers in PDF Format.**

Latest Version: 6.0

Question: 1

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

During the development of the project governance framework, DND considered the legal context of stakeholders. Is this acceptable?

- A. Yes, the legal context of stakeholders can be considered when developing the project governance framework
- B. No, DND should consider only its legal context when developing the project governance framework
- C. No, because the legal context of stakeholders is considered only if the project is part of a larger portfolio

Answer: A

Explanation:

Yes. Considering the legal context of stakeholders is acceptable when developing a project governance framework. Governance establishes how a project is authorized, directed, monitored, controlled, escalated, and aligned with the sponsoring organization's objectives. Because projects operate within a wider environment, governance cannot be based only on the

organization's internal legal position. It must also reflect stakeholder-related legal, regulatory, contractual, ethical, safety, environmental, and compliance conditions. In DND's case, the production of alternative fuel cars may involve vehicle safety regulations, environmental standards, emissions requirements, supplier contracts, customer protection obligations, and approval requirements from public authorities. Stakeholders such as regulators, customers, suppliers, investors, communities, and environmental bodies may all impose legal expectations that directly affect the project's scope, risks, requirements, acceptance criteria, and decision-making controls. Therefore, including stakeholder legal context strengthens governance and reduces exposure to non-compliance, rework, delay, and reputational damage. The PMBOK definition of project governance also supports this logic by describing governance as the framework, functions, and processes that guide project management activities to create a unique product, service, or result that meets organizational strategic and operational goals. Reference topics: project governance framework, stakeholder context, legal environment, external factors, governance alignment.

Question: 2

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

Based on the scenario, DND decided to separate the project governance from its overall governance. Is this acceptable?

A. Yes, the project governance should be separated from DND's overall governance

- B. Yes, the project governance should be integrated only with the governance framework of portfolios and programs
- C. No, the project governance should be an integrated part of DND's overall governance

Answer: C

Explanation:

No. The project governance should be an integrated part of DND's overall governance. A project may have its own governance structure, including a project board, project sponsor, assurance role, reporting arrangements, approval controls, and escalation paths. However, these mechanisms should not be separated from the organization's wider governance system. Project governance exists to ensure that the project remains aligned with organizational strategy, investment priorities, compliance obligations, authority structures, ethical standards, and risk appetite. If DND separates project governance from overall organizational governance, project decisions may become inconsistent with corporate objectives, capital allocation rules, regulatory commitments, sustainability goals, or executive accountability. This is especially important in an alternative fuel car project because it has strategic, environmental, financial, and market implications. Governance separation would create a risk that the project operates as an isolated technical initiative rather than as a controlled organizational investment. The PMBOK governance definition reinforces that project governance guides project management activities to create outputs that meet strategic and operational goals, which necessarily links the project to the parent organization's governance framework.

Reference topics: project governance, organizational governance, project board, project sponsor, strategic alignment, governance integration.

Question: 3

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a

customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

In scenario 1, DND considered studies related to similar projects when analyzing its external environment. To which external factor do studies belong?

- A. Commercial database
- B. Academic research
- C. Marketplace conditions

Answer: B

Explanation:

The correct answer is academic research. Studies related to similar projects are knowledge-based external sources used to understand project context, benchmark assumptions, identify risks, and support decisions about the project life cycle. When an organization analyzes its external environment, it may consider legal, regulatory, market, social, technological, environmental, economic, and knowledge-based factors. In the scenario, DND reviewed studies related to similar projects specifically to help determine the project life cycle. These studies are not described as supplier records, procurement databases, customer pricing intelligence, competitor data, or commercial data platforms. Therefore, they do not fit the concept of a commercial database. They are also not marketplace conditions, because marketplace conditions refer to demand, supply, competition, pricing, customer behavior, and industry trends. Academic research is the most appropriate classification because it includes structured studies, research findings, technical investigations, feasibility evidence, and lessons from comparable initiatives. In a complex project such as alternative fuel vehicle production, academic research can inform technology readiness, sustainability considerations, safety assumptions, environmental performance, and life cycle selection. This supports an evidence-based governance and planning approach.

Reference topics: external environment, academic research, project life cycle, comparable project studies, project context analysis.

Question: 4

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

According to scenario 1, the project organization was communicated only to the project team. Is this compliant with ISO 21502?

- A. Yes, according to ISO 21502, the project organization should be communicated only to the project team
- B. No, according to ISO 21502, the project organization should be communicated only to the project office and project assurance
- C. No, according to ISO 21502, the project organization should be communicated to everyone involved in the project

Answer: C

Explanation:

No. The project organization should be communicated to everyone involved in the project, not only to the project team. A project organization defines the roles, responsibilities, authorities, decision rights, reporting relationships, escalation routes, and interfaces needed to direct and manage the project. If this structure is communicated only to the project team, other involved parties may not understand how the project is governed, who has authority, who is accountable for decisions, how issues are escalated, or how coordination should occur. In the DND scenario, the project organization included the project office, project assurance, a customer representative, the project board, and work package leadership. These roles are not limited to the delivery team; they are part of the broader governance and management structure.

Therefore, they must understand the organization model and their relationship to it.

Communicating the structure only to the team creates ambiguity, weakens accountability, and may disrupt assurance, customer involvement, and governance control. The PMBOK also treats project communications as the processes required to ensure project information is planned, collected, created, distributed, stored, monitored, and disposed of appropriately.

Reference topics: project organization, communication, roles and responsibilities, stakeholder involvement, governance interfaces.

Question: 5

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

According to scenario 1, the project board made a change in the project organization structure after the project entered the design stage. Is this acceptable?

- A. Yes, the project organization can change throughout the project life cycle
- B. Yes, the project organization can change only during the design stage of the project
- C. No, once the project organization is developed and approved, it cannot be changed

Answer: A

Explanation:

Yes. The project organization can change throughout the project life cycle when project circumstances require adjustment. A project organization is not a static administrative chart; it is a governance and management structure designed to ensure that the right responsibilities, authorities, skills, reporting relationships, and decision-making mechanisms exist at the right time. As a project moves from initiation to design, delivery, transition, and closure, its organizational needs may change. In DND's case, one work package leader resigned from the project to join another company project. This directly affects accountability for a defined area of work. If the project board did not adjust the structure, the project could suffer from unclear ownership, delays, poor coordination, or unmanaged delivery risk. A change is acceptable provided it is made by the appropriate authority, documented, controlled, and communicated to everyone involved in the project. The incorrect options are too rigid: changes are not limited only to the design stage, and approval of an initial project organization does not make it permanent. Effective governance balances stability with controlled adaptability.

Reference topics: project organization, project life cycle, project board authority, role changes, governance control, work package leadership.

Thank You for Trying Our Product

For More Information – **Visit link below:**

<https://www.examsboost.com/>

15 USD Discount Coupon Code:

G74JA8UF

FEATURES

- ✓ **90 Days Free Updates**
- ✓ **Money Back Pass Guarantee**
- ✓ **Instant Download or Email Attachment**
- ✓ **24/7 Live Chat Support**
- ✓ **PDF file could be used at any Platform**
- ✓ **50,000 Happy Customer**



Visit us at: <https://www.examsboost.com/test/iso-21502-lead-project-manager>