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QUESTION 1

The executive sponsor asks a project manager to summarize the following for a project:

1.

 Final capital expenditures.

2.

 Anticipated cost of new employee resources to support the solution.

3.

 Maintenance estimates.

Which of the following information should the project manager provide?

A. Cost baseline

B. Burn rate

C. Cost variance report

D. Total project cost

Correct Answer: D

QUESTION 2

A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps. Which of the following conflict resolution techniques is the project manager using?

A. Forcing

B. Negotiating

C. Compromising

D. Avoiding

Correct Answer: C

QUESTION 3

A project manager realizes that a project will not be completed on time due to resource constraints. Which of the following actions should the project manager take NEXT?

A. Trigger the contingency plan and communicate with the stakeholders.

B. Work with the functional managers to create a work-around.

C. Submit a change request to the change control board.

D. Transfer the risk by hiring a new vendor who was successful on a previous project.

E. Set up an escalation meeting with the sponsor.

Correct Answer: C

QUESTION 4

During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project. Which of the following actions should the project manager take?

A. Alert the project sponsor of the situation.

B. Contact the customer and request more funding.

C. Announce the project will end early due to lack of funds.

D. Attempt to save money in downstream activities.

Correct Answer: A

QUESTION 5

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