CompTIA

Exam Questions PK0-004

CompTIA Project+ Certification Exam

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NEW QUESTION 1
Which of the following are characteristics of a project? (Choose two.)

A. Ongoing
B. Temporary
C. Start and finish
D. Achieving a goal
E. Consisting of milestones
F. Restricting the budget

Answer: BC

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 27

NEW QUESTION 2
Which of the following roles has approval authority for project funding?

A. Champion
B. Chief Financial Officer (CFO)
C. Project Management Office (PMO)
D. Sponsor

Answer: D

Explanation:
References https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+appr

NEW QUESTION 3
Which of the following job roles is primarily tasked with communicating the project timeline changes?

A. Project scheduler
B. Project manager
C. Project sponsor
D. Project coordinator

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 93

NEW QUESTION 4
Which of the following is a schedule that illustrates the duration of an activity?

A. Process diagram
B. IshikawADiagram
C. Gantt chart
D. Pareto chart

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 168

NEW QUESTION 5
ABusiness has implemented a new online performance management tool that allows functional and project managers to rate employees online.
This action is known as which of the following?

A. Business process change
B. Organizational change
C. Internal reorganization
D. Business continuity planning

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

NEW QUESTION 6
A PM receives notification that an issue will impact ADeliverable on the critical path. The issue is logged with a unique ID and assigned to a team member; however, the team member has not addressed it after a week. Which of the following would be the BEST approach to resolving the issue?

A. Assign ADifferent team member to resolve the issue before the next status meeting.
B. Review the issue with the assigned team member to determine ADue date.
C. Set ADue date to resolve the issue and inform the assigned team member.

D. Report the team member to a functional manager for disciplinary action.

Answer: B

NEW QUESTION 7
An industry leader may be joining the project team and can potentially provide additional expertise. Which of the following strategies should the project manager employ?

A. Exploitation
B. Acceptance
C. Validation
D. Transfer

Answer: C

NEW QUESTION 8
Which of the following documents should be used to provide high-level reporting to key stakeholders?

A. Dashboard
B. Communication plan
C. Statement of work
D. Project charter

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 325

NEW QUESTION 9
Three IT companies have agreed to summarize their efforts as a common organization to generate new businesses in the IT cloud computing industry. Which of the following is the type of organizational change described?

A. Expansion
B. Rightsizing
C. Merger
D. Onboarding

Answer: C

NEW QUESTION 10
A project manager travels abroad to meet the offshore team and sends out a meeting invitation to review requirements. However, many team members decline the meeting invitation. The PM approaches one team member to determine why people are declining. The team member indicates the project manager scheduled the meeting at a time when employees typically have permission to take a nap. Which of the following is the project manager facing?

A. Language barriers
B. Time zones
C. Cultural differences
D. Personal preferences

Answer: C

NEW QUESTION 10
A new stakeholder has requested the status and progress reports for the project milestones. Which of the following documents should the project manager address FIRST?

A. Project communication plan
B. Project status report
C. Project management plan
D. Project backlog

Answer: C

NEW QUESTION 15
The PMO is responsible for: (Choose two.)

A. managing the project plan, scope, risk, and budget.
B. contributing expertise, deliverables, and estimates of costs.
C. setting standards and practices for the organization and providing governance.
D. outlining consequences of non-performance and coordinating between disparate projects.
E. approving funding, developing the project schedule, and gathering high-level requirements.

Answer: CD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 85

NEW QUESTION 16
A project manager wants to introduce the practice of a WBS to the PMO, but the other managers believe this will create extra work. Which of the following would BEST communicate the need for a WBS to the other managers? (Select TWO).

A. Using the WBS will help prevent work from slipping or being forgotten.
B. TheWBS will be required on very large projects.
C. TheWBS will be required if the project manager has the time available to complete it.
D. TheWBS will aid in determining which resources are required for the project.
E. The WBS is the best way to determine risks of the project.

Answer: AD

NEW QUESTION 17
During the testing phase, a team member has informed the project manager that the test environment was set with inadequate client information, putting the project in jeopardy. Which of the following should the project manager do NEXT?

A. Ask the team member to move to ADifferent test environment.
B. Ask the team member to refrain from testing the scenarios.
C. Revisit the risk management plan and provide corrective actions.
D. Revisit the contingency plan and provide corrective actions.

Answer: D

NEW QUESTION 21
Which of the following activity sequencing techniques uses nodes to symbolize activities and arrows to show how their dependencies are connected?

A. Critical Path Method
B. Arrow Diagramming Method
C. Critical Chain Method
D. Precedence Diagramming Method

Answer: D

NEW QUESTION 25
A software development project is struggling with a certain technology that is unknown to the project team. A project manager has received a third-party proposal to transfer the risk. Which of the following should the project manager do NEXT?

A. RF1
B. RFP
C. RFQ
D. Change request
E. Request for bid

Answer: E

NEW QUESTION 27
Team members have reported that meetings are poorly attended and unproductive.
Which of the following steps can the project manager take to make the meetings more productive?

A. Discontinue the meetings with the poorest attendance.
B. Decrease the length of the meetings.
C. Distribute an agendABefore each meeting.
D. Document team member attendance and report it to management.

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 326

NEW QUESTION 31
A project sponsor wants to demonstrate progress on ADeliverable to all stakeholders at the next tollgate meeting. This feature was not scheduled for this tollgate, but the project manager plans to add it to the next phase. Which of the following describes what the project manager is doing?

A. Crashing the schedule
B. Prioritizing tasks
C. Determining milestones
D. Developing sprints

Answer: B

NEW QUESTION 36
When a risk event occurs, which of the following documents is BEST suited for recording and tracking new items corresponding to the risk?

A. Issue log
B. Risk management plan
C. Communications plan

D. Risk register
E. Status report

Answer: D

NEW QUESTION 39
A project team is comprised of a mix of in-house and virtual team members.
When a complex announcement needs to go out to the entire project team, which of the following is the
MOST effective way to communicate it?

A. Composing a project team email with the details of the announcement is the best metho
B. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
C. Using text messaging to make the announcement is the best metho
D. It allows the project manager to reach the project team members wherever they are located.
E. Sending a fax is the best metho
F. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
G. Hosting a weBConference meeting is the best metho
H. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

Answer: D

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 260

NEW QUESTION 42
Which of the following is the MOST likely target audience to be notified of the achievement of a key milestone in a project schedule?

A. Project manager and project scheduler
B. Project coordinator and project sponsor
C. Project champion and project scheduler
D. Project stakeholders and project team

Answer: D

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 326

NEW QUESTION 43
A new stakeholder has joined the project team and requested modifications that will result in minor changes to the project budget and schedule.
The project manager is concerned that the requests will lead to:

A. quality control issues.
B. additional risks.
C. scope creep.
D. time constraints.

Answer: C

NEW QUESTION 46
The project manager of a global project constantly receives complaints from individuals at another location that some team members are not available after lunch on Fridays. This is acceptable to the project manager. Which of the following factors is the MOST likely cause for this scenario?

A. Personal preference
B. Intra-organizational differences
C. Culture
D. Time zone

Answer: D

NEW QUESTION 50
The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in ADollar figure.
This type of analysis is an example of which of the following?

A. Cost performance index
B. Risk mitigation
C. Schedule variance
D. Cost variance

Answer: C

NEW QUESTION 54
A stakeholder is unaware of a project's status.
Which of the following documents should the project manager consult to ensure all stakeholders are notified of project changes? (Choose two.)

A. Status report
B. Organizational chart

C. RACI matrix
D. Meeting minutes
E. Communication plan

Answer: AD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

NEW QUESTION 59
A task on the critical path will not be completed on time. The project manager is reviewing both the schedule and the risk register to create a corrective action plan. The project completion date and quality of the deliverable cannot change. Which of the following activities should the project manager perform NEXT?

A. Revise the project plan.
B. Update the issue log.
C. Request additional funding.
D. Issue a change request.

Answer: A

NEW QUESTION 63
Using Scrum, which of the following are discussed in ADaily standup meeting?

A. What was done yesterday, what is planned for today, and what roadblocks need to be removed
B. What was done yesterday, what is planned for the week, and what issues were resolved
C. What was done yesterday, what is planned for today, and what deliverables were completed
D. What was done yesterday, what is planned for this week, and what items from the backlog are priority

Answer: A

NEW QUESTION 68
Team members have reported poor sound quality during critical, time-sensitive conference calls. Which of the following may be a more effective means of communication?

A. One-on-one meetings
B. Project wiki
C. Text messages
D. Social media

Answer: A

NEW QUESTION 73
Which of the following is used to perform a root cause analysis?

A. IshikawADiagram
B. Bar chart
C. Pareto diagram
D. Scatter plot

Answer: A

Explanation:
 Reference
http://asq.org/learn-about-quality/cause-analysis-tools/overview/overview.html

NEW QUESTION 75
A project is in the initiation phase. Which of the following tasks will take place during this phase?

A. Develop a WBS.
B. Define the project requirements.
C. Create a project charter.
D. Acquire the project resources.

Answer: C

NEW QUESTION 77
Which of the following describes risk mitigation?

A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.
B. The understanding of the risk with ADetailed Explanation: of how the project intends to address the potential for occurrence.
C. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.
D. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it.

Answer: B

NEW QUESTION 81
A project manager is informed that a team member would like to enhance the code with an additional function. Which of the following should the project manager do NEXT?

A. Submit a change request.
B. Evaluate the impact of the change.
C. Get approval from the CCB.
D. Communicate the change to stakeholders.

Answer: B

NEW QUESTION 83
A project manager is trying to explain to a stakeholder why projects are progressively elaborated upon. Which of the following is the BEST Explanation:?

A. In the beginning, projects entail ADegree of uncertainty that needs to be specified.
B. In the beginning, projects have start and finish dates that require elaboration.
C. In the beginning, projects are part of a program that requires coordination.
D. In the beginning, projects start with detailed inputs that need to be explained.

Answer: A

NEW QUESTION 85
A project manager has noticed poor attendance as status meetings.
Which of the following strategies should the project manager use to improve attendance? (Choose two.)

A. Provide an agendABefore the status meeting.
B. Adhere to an agenda and scheduled time.
C. Add non-project-related items to the agenda.
D. Add and discuss new agenda items throughout the meeting.
E. Discard the action items at the conclusion of the meeting.

Answer: AB

NEW QUESTION 90
A new project charter is being drafted.
Which of the following would be the BEST source for the high-level project requirements?

A. Sponsor
B. Project manager
C. Project management office
D. Project team

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

NEW QUESTION 92
A project manager has received a change order that will reduce a project's timeline and budget. However, the change order also indicates the goals and deliverables of the project must remain unchanged. Which of the following is the MOST logical impact to the project?

A. The reduced timeline will impact the quality of the deliverables because the amount of time to test will be reduced.
B. The reduced budget will result in reduced resources, which will lead to a strong matrix organizational structure being used.
C. The reduced timeline will decrease risk, resulting in an increased contingency reserve.
D. The reduced budget will cause the project manager to reject the change order.

Answer: B

NEW QUESTION 93
A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

A. Outsourcing
B. Business process change
C. Shared resources
D. Split

Answer: A

Explanation:
References: References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

NEW QUESTION 96
Which of the following is a reason for assessing risk in a project?

A. To identify new tasks
B. To shorten the project timeline

C. To avoid rework
D. To establish ABudget

Answer: C

NEW QUESTION 97
A team member was assigned a new task during a meeting. The team member did not complete the task by the end of the phase, and the PM is looking for evidence to escalate the issue. Which of the following documents could help in this situation?

A. Issue log
B. Action items
C. Dashboard information
D. Communication plan

Answer: A

NEW QUESTION 98
A project's key stakeholders have requested significant changes that will affect the scope. To adjust the project scope, which of the following need to be changed? (Choose two.)

A. Cost performance parameter
B. Project schedule
C. KPI
D. Corrective action plan
E. WBS

Answer: BE

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133
https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+soon

NEW QUESTION 100
The project manager has had a large number of change requests approved by the project steering committee, but has been given no extra time to deliver the project.
Which of the following schedule compression techniques should be used by the project manager?

A. Rescheduling
B. Crashing
C. Rebaselining
D. Control scope

Answer: B

NEW QUESTION 104
ADaily standup Scrum meeting is BEST accomplished in a:

A. telephone conference.
B. group email.
C. face-to-face meeting.
D. video conference.

Answer: C

NEW QUESTION 108
Two team members approach a project manager with different ideas for completing a task. After listening to the team members' ideas, the project manager does not choose either one and requires both members to finish the task as originally planned. Which of the following conflict resolution techniques is the project manager applying?

A. Avoiding
B. Smoothing
C. Forcing
D. Compromising

Answer: B

Explanation:
"Smoothing is a temporary way to resolve conflict. In this technique, the areas of agreement are emphasized over the areas of difference"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 113
A risk with minor impact has been realized. There is no change to the triple constraint. The PM should notify the:

A. internal project team.
B. key stakeholders.
C. affected team members.

D. full project team.

Answer: B

NEW QUESTION 116
A senior manager asks a project manager for an estimated budget on a new project. Which of the following is the BEST step for the project manager to take?

A. Tell the senior manager the estimation is not available yet.
B. Use the budget from a similar project to generate estimates.
C. Ask a SME for an opinion and propose an estimate.
D. Gather the team to immediately generate estimates.

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 164

NEW QUESTION 118
Which of the following activities are associated with the closing phase of a project? (Choose two.)

A. Risk mitigation
B. Archiving of project documents
C. Tracking of expenditures
D. Lessons learned
E. Quality assurance

Answer: BD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 338, 339

NEW QUESTION 119
Which of the following risk strategies prevents a risk from impacting a project?

A. Accept risk
B. Mitigate risk
C. Avoid risk
D. Transfer risk

Answer: C

Explanation:
Reference https://pm4id.org/chapter/11-2-risk-management-process/

NEW QUESTION 124
A vendor was removed from a company due to non-performance but continues to submit invoices for work that was not completed. Which of the following should the project manager do to stop the vendor from sending invoices?

A. Draft a C&D letter and send it to vendor.
B. Review the MOU with the vendor.
C. Ask the legal departments to draft a non-complete agreement for the vendor to sign.
D. Meet with the finance department to prevent the vendor from sending invoices.

Answer: A

NEW QUESTION 129
A vendor is unable to deliver an order by the specified date.
Which of the following should be the project manager's NEXT steps? (Choose two.)

A. The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.
B. The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
C. The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.
D. The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
E. The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.

Answer: AD

NEW QUESTION 133
The project manager was asked to provide recommendations for the removal of a vendor. A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation.
Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

A. The issue log to show why the vendor should be replaced.
B. The team action items to show why the vendor should be replaced.
C. The scope statement to show why the vendor should be replaced.

D. A procurement plan to show why the vendor should be replaced.
E. A change management plan to have the vendor replaced.

Answer: AE

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 291, p. 327

NEW QUESTION 138
A customer asks a project manager if a small change can be made during the delivery phase. The project manager does not agree to the change. Which of the following is the MOST likely reason?

A. Established communication plan
B. Scope creep
C. Resource constraints
D. Iterative approach

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

NEW QUESTION 142
Which of the following describes ABurn rate?

A. The rate at which project documents are disposed.
B. The rate at which project personnel leave the project.
C. The rate at which the project budget is used.
D. The rate at which the timeline increases.

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

NEW QUESTION 146
Which of the following are characteristics of a project? (Choose two.)

A. A project is a temporary endeavor.
B. A project provides a unique product, service, or result.
C. A project is an ongoing endeavor.
D. A project involves scheduled maintenance.
E. A project includes life-cycle cost management.

Answer: AB

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 71

NEW QUESTION 150
At a project kickoff meeting, several team members acted unprofessionally. The project manager would like to set expectations for team interaction. Which of the following would BEST accomplish this?

A. Team contract
B. Corrective action plan
C. User acceptance policy
D. MOU
E. SLA

Answer: A

NEW QUESTION 155
Which of the following are mutually binding project documents? (Select two.)

A. Quotation
B. Letter of intent
C. Proposal
D. Evaluation
E. Warranty
F. Charter

Answer: BF

NEW QUESTION 156
Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

A. EAC
B. BAC
C. TCPI
D. ETC

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

NEW QUESTION 159
Which of the following documents does a vendor rely on MOST before committing funding and resources to a project?

A. SOW
B. PO
C. SLA
D. MOU

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 299

NEW QUESTION 163
A project team added a new member who has proprietary information about a competitor's product. The team member was suddenly removed from the project. Which of the following MOST likely occurred?

A. The company received a C&D.
B. A higher-priority project needed the expertise.
C. The new member did not sign an NDA.
D. An SLA prevented new team members.

Answer: A

NEW QUESTION 168
Which of the following represents additional unauthorized requirements from the client?

A. Scope creep
B. Changing scope baseline
C. Change request
D. Gold plating

Answer: A

NEW QUESTION 172
Which of the following events would MOST likely trigger communications to the largest audience for a given organization?

A. Business continuity response
B. Quality audit
C. Replacement of a subcontractor
D. Completion of a task

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 273

NEW QUESTION 174
Which of the following is the primary purpose of an MOA or an MOU?

A. State expectations of all signatory parties to reduce potential misunderstandings.
B. Facilitate potential legal action and resulting remediation if one of the signatory parties violates any terms.
C. Enumerate ADetailed code of conduct for all employees, contractors, and subcontractors participating in the program.
D. Provide transparency to competitors regarding all signatory parties.

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 303

NEW QUESTION 175
During the execution phase of a project, a project task has run longer than anticipated.

Which of the following is the new critical path of the project if Task 2 requires an additional two days to complete?

A. 12 days

B. 14 days
C. 16 days
D. 19 days

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 169

NEW QUESTION 177
After identifying all known tasks, the project manager has started to sequence and set durations.
Which of the following describes how the project manager should BEST determine the initial sequence and durations?

A. Use milestones identified in the project charter.
B. Use datABased on past knowledge.
C. Hold a full team workshop to review the complete WBS.
D. Collaborate with other project managers.

Answer: A

NEW QUESTION 178
A team member has completed an assigned task. Which of the following roles should be notified FIRST?

A. Project sponsor
B. Key stakeholders
C. Project manager
D. Project team

Answer: C

NEW QUESTION 183
A project manager receives a call from the area regional building department and is informed that, upon inspection, waterlines from public water access to the project building do not meet local material and installation code specifications. Which of the following items BEST describes the unmet objective?

A. Schedule
B. Milestone
C. Gate
D. Task

Answer: D

NEW QUESTION 184
Which of the following metrics demonstrates to a project manager if a project is overspending or underspending?

A. EAC
B. BAC
C. CPI
D. ETC

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 231

NEW QUESTION 186
A project has passed a phase-gate, and the new phase is ready to begin. Which of the following is the MOST appropriate method to communicate the transition to team?

A. Kickoff meeting
B. One-on-one meetings
C. Voice conferencing
D. Instant messaging

Answer: B

NEW QUESTION 191
A project team has determined it will need to source data from a system that was not part of the project scope. The role of the project manager is to analyze which of the following impacts?

A. Technical design, schedule, and budget
B. Business process impacts and resourcing
C. New software and hardware requirements
D. Schedule, budget, and quality

Answer: C

NEW QUESTION 192
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