

CompTIA

Exam Questions PK0-004

CompTIA Project+ Certification Exam



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

The key stakeholders have reported the project pace as being slow. The project sponsor would like to cancel the project if it cannot be completed before the end of the year. The project is scheduled to be completed three months after the requested date.

To alter the pace of the project, which of the following should the project manager do FIRST?

- A. Give approval for the change requested by the project sponsor.
- B. Deny the request from the project sponsor.
- C. Document the change request from the project sponsor.
- D. Ask the project sponsor to change the request.

Answer: C

NEW QUESTION 3

Which of the following tools would a project manager use to determine the root cause of an issue?

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Histogram
- D. Monte Carlo Analysis

Answer: B

NEW QUESTION 4

The project manager for a TV tower construction project receives notification that a strong storm is expected the following week.

Which of the following should the project manager do NEXT?

- A. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
- B. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.
- C. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
- D. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.

Answer: C

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 238

NEW QUESTION 5

A project is coming to the end of a phase. The PMO required that the quality team review the work and budget before moving on to the next phase of the project. The project manager must schedule the review of the phase and have the stakeholders present. This review is referred to as:

- A. change management.
- B. a milestone.
- C. a tollgate.
- D. an incident response.

Answer: B

NEW QUESTION 6

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

- A. Process diagram
- B. Ishikawa Diagram
- 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 7

Several team members report that meeting objectives are not being met.

Which of the following documents would a project manager create to make team meetings more effective? (Choose two.)

- A. Create an SOW prior to each meeting and adhere to it.
- B. Create a meeting agenda prior to each meeting and adhere to it.
- C. Create a lessons learned list prior to each meeting and adhere to it.
- D. Create a project charter prior to each meeting and adhere to it.
- E. Create an action item list during the meeting and adhere to it.
- F. Create a corrective action plan prior to each meeting and adhere to it.
- G. Create a WBS prior to each meeting and adhere to it.

Answer: BE

NEW QUESTION 8

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation
- C. Work relocation
- D. Outsourcing

Answer: D

Explanation:

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

NEW QUESTION 9

A PM receives notification that an issue will impact a Deliverable 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 a Different team member to resolve the issue before the next status meeting.
- B. Review the issue with the assigned team member to determine a Due date.
- C. Set a Due 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 10

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 10

A risk with a high probability and medium consequence to a project has been identified. In response, the project manager has purchased an insurance plan with the intent to provide additional funds if the risk is realized. There is no risk to the schedule or scope. Which of the following types of risk strategies is this an example of?

- A. Accept risk
- B. Transfer risk
- C. Mitigate risk
- D. Exploit risk
- E. Avoid risk

Answer: B

Explanation:

“Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on”
Excerpt From: Kim Heldman. “CompTIA Project+ Study Guide.” iBooks.

NEW QUESTION 12

Resources for a project report to a project manager and a functional manager. The organizational structure is:

- A. Matrix
- B. Ad hoc
- C. Functional
- D. Projectized

Answer: A

NEW QUESTION 17

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 18

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 21

An agreement document that is intended to prevent two or more organizations from sharing specific, confidential information with anyone but each other is called:

- A. an RFP.
- B. an NDA.
- C. an SLA.
- D. an MOU.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 302

NEW QUESTION 25

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 29

Which of the following describes KPIs?

- A. Analyses of organizational strengths and weaknesses
- B. Graphical representations of process flow
- C. Elements against which performance can be measured
- D. Collaboration platform tools

Answer: C

NEW QUESTION 32

A project team completed a Brainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk response

Answer: A

NEW QUESTION 33

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 a different 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 34

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 37

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 39

Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

- A. Managing change
- B. Fast tracking
- C. Rolling wave planning
- D. Crashing

Answer: B

NEW QUESTION 40

A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project.

Which of the following would the project manager MOST likely do?

- A. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk.
- B. Raise a purchase order to purchase the licensing and ask the team member to install it.
- C. Amend the project scope and raise a project change request to obtain approval of the amendment.
- D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

Answer: A

NEW QUESTION 45

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 agenda before 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 50

A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services.

Which of the following documents will the company MOST likely release FIRST?

- A. RFO
- B. RFI
- C. RFP
- D. RFQ

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 300

NEW QUESTION 52

A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

- A. Pareto chart
- B. Fishbone diagram
- C. Process diagram
- D. Run chart

Answer: B

NEW QUESTION 55

Which of the following inherently affects quality standards?

- A. SLA
- B. MOA
- C. MOU
- D. WBS

Answer: D

NEW QUESTION 59

A project has activities on the critical path that must be completed before other activities can start. Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

Task B takes twice as long to complete as Task C.

Which of the following is the appropriate ordering of the critical path?

- A. B, A, D
- B. C, B, D, A
- C. D, A, C
- D. B, C, A, D

Answer: D

NEW QUESTION 63

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 66

A company hires an outside vendor to provide 24/7 support.

Which of the following documents would determine the contractual obligations?

- A. PO
- B. SLA
- C. LOI
- D. MOU

Answer: B

Explanation:

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

NEW QUESTION 71

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

Answer: B

Explanation:

References: <https://www.atlassian.com/agile/ceremonies>

NEW QUESTION 75

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 method.
- 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 method.
- D. It allows the project manager to reach the project team members wherever they are located.
- E. Sending a fax is the best method.
- 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 web conference meeting is the best method.
- 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 77

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs.

Which of the following actions should the project manager take?

- A. Submit a new change request.
- B. Initiate the regression plan.
- C. Add remediation to the schedule.
- D. Accept the new power output.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 78

While working on risk ranking, the project team is unsure about the qualitative scales to be used for probability and impact. The project manager directs the team to look in the:

- A. quality plan.
- B. project management plan.
- C. risk register.
- D. process diagram.

Answer: A

NEW QUESTION 79

Which of the following is a team-building stage that involves the team learning to trust one another's abilities and begin working together as a productive group?

- A. Norming
- B. Forming
- C. Storming
- D. Performing

Answer: A

Explanation:

Norming is where things begin to calm down. Team members know each other fairly well by now. They're comfortable with their positions in the team, and they begin to deal with project problems instead of people problems. "Decisions are made jointly at this stage, and team members exhibit mutual respect and familiarity with one another.

NEW QUESTION 80

A non-stakeholder approaches the project manager and asks if certain items can be added to a project that was started two months earlier. Which of the following constraints does this impact MOST?

- A. Time
- B. Schedule
- C. Scope
- D. Cost

Answer: D

NEW QUESTION 84

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 87

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 88

A project manager at a projectized organization is finishing the objective goals for the appraisal process. Performance goals have been identified for colocated individuals working on the team. Which of the following is the appropriate communication method for relaying the goals to the team members?

- A. Email
- B. Distribution of printed media
- C. Face-to-face
- D. Video conferencing

Answer: A

NEW QUESTION 93

A project has fallen behind schedule for no obvious reason, so the PM has gathered the team to brainstorm. Which of the following should the PM do NEXT?

- A. Go over the meetings objectives and agenda.
- B. Brief the team on which tasks have fallen behind schedule and where the project has slack.
- C. Refer to the risk register to map the risks to issues and mitigation strategies.
- D. Review the issue log with the project team and identify potential risks.
- E. Review an IshikawaDiagram with the project team to determine possible causes and effects.

Answer: B

NEW QUESTION 98

A project manager must create documentation before the project kickoff meeting. Which of the following documents will identify the project, introduce the project manager, and establish authority in the project?

- A. Responsibility matrix
- B. Resource allocation plan
- C. Project charter
- D. Statement of work

Answer: C

NEW QUESTION 100

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 103

A project manager is assigned to an ongoing project. Which of the following is the FIRST document the protect manager should review?

- A. Project schedule
- B. Action items
- C. Project charter
- D. Communication plan

Answer: A

NEW QUESTION 105

In which of the following situations is a project manager MOST likely to use a process diagram?

- A. When describing a new business idea for the team to review
- B. When describing a new business workflow for the team to implement
- C. When describing a new business project for the team to implement

D. When describing a new business acquisition for the team to review

Answer: B

NEW QUESTION 109

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 110

A project manager wants to ensure that A Detailed overview of a new kitchen fits the client's standards. Which of the following will the project manager MOST likely work to accomplish?

- A. Detailed project schedule to deliver on time
- B. Gate reviews to capture the progress and feedback
- C. Reasonable number of changes to maintain quality
- D. Wide range of time between the start and end of the installation

Answer: B

NEW QUESTION 113

The PM is preparing for the planning phase kickoff meeting. It is imperative for the team to focus during the meeting on the expected outcomes. Which of the following best describes what the PM should work on FIRST?

- A. Project charter
- B. Project schedule
- C. Meeting agenda
- D. Responsibility assignment matrix
- E. Risk register

Answer: B

NEW QUESTION 118

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 A Detailed 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 123

A client has provided a list of deliverables to include in the project scope. Which of the following will allow the project team to ensure all deliverables are included in the final product while managing scope creep?

- A. Requirements traceability matrix
- B. Gantt chart
- C. SWOT analysis
- D. Project charter

Answer: A

NEW QUESTION 124

A project is about to begin the execution phase. The SOW and project plan have been approved, and the project team has been formed. Which of the following types of meetings should happen NEXT?

- A. Update
- B. Scheduling
- C. Kickoff
- D. Review

Answer: B

NEW QUESTION 125

A project manager would like to bring vendors into a new project. Which of the following documents should the potential vendors submit so the project manager can find the best vendors for the project?

- A. SLA

- B. SOW
- C. Change request
- D. RFP

Answer: B

Explanation:

"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 128

The project manager has noticed a vendor is not performing in accordance with the SLA.
Which of the following items should the project manager use to highlight the vendor's areas of poor performance?

- A. Balanced score card
- B. WBS
- C. Post-project evaluation
- D. PERT

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 332

NEW QUESTION 130

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

- A. Provide an agenda before 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 134

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 139

Which of the following activity sequencing techniques uses nodes to symbolize the dependencies of each activity?

- A. Critical Path Method
- B. Critical Chain Method
- C. Arrow Diagramming Method
- D. Gantt Chart Method

Answer: C

NEW QUESTION 141

A part that is needed to complete Task 3 has been backordered and will arrive three days later than scheduled. Task 3 must be complete for Task 4 to start. There is one day of float for the two tasks. Which of the following represents the number of days the project schedule will be delayed?

- A. Zero
- B. One
- C. Two
- D. Three

Answer: D

NEW QUESTION 143

A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the

MOST likely reason for the failed inspection?

- A. There were insufficient resources assigned to the task.
- B. The prior document version was not reviewed.
- C. Version control processes were not applied.
- D. The CCB was not contacted.

Answer: C

NEW QUESTION 144

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 146

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints.

Which of the following documents should the project manager use to obtain this information?

- A. Project schedule
- B. Balanced scorecard
- C. Issue log
- D. Status report

Answer: D

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 328

NEW QUESTION 149

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 151

A project team has finished creating a WBS and started developing a schedule. The team should FIRST determine the:

- A. durations.
- B. tasks.
- C. critical path.
- D. resources.

Answer: B

NEW QUESTION 155

A project manager is mapping qualifications and available personnel to the project requirements. Which of the following activities is the project manager completing?

- A. Team Building
- B. Team Selection
- C. Resource loading
- D. Resource leveling

Answer: A

NEW QUESTION 158

A project manager procures additional resources from a local company. Which of the following-describes this event?

- A. Reorganizing
- B. Onboarding
- C. Offshoring
- D. Outsourcing

Answer: A

NEW QUESTION 160

A project manager is trying to ensure the quality of the design and reduce the number of potential defects. The project manager would like to use the fishbone diagram to perform this analysis.

This type of modeling relies on:

- A. Prioritizing the specific event.
- B. Variance in the process over time.
- C. Causes of a specific event.
- D. Determining the number of events.

Answer: C

NEW QUESTION 165

A project has just finished performance testing and found that the application can only handle 100 concurrent users where the requirement was to handle 500 concurrent users.

In which of the following components of the project plan should this be documented?

- A. Scope statement
- B. Issues log
- C. WBS
- D. Change form

Answer: B

NEW QUESTION 168

One deliverable failed during testing, and this has already happened several times.

Which of the following tools is MOST appropriate for the project team to use to determine the cause of the problem?

- A. Run chart
- B. Fishbone diagram
- C. Scatter diagram
- D. Gantt chart

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 322

NEW QUESTION 169

A project manager was directed to complete a project sooner than previously planned. Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Reduce the scope
- B. Increase the budget
- C. Decrease staff
- D. Update the WBS

Answer: D

Explanation:

References: <https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+soon>

NEW QUESTION 173

Assuming an iterative approach, which of the following will be conducted at the end of each iteration?

- A. SCRUM retrospective
- B. Kickoff meeting
- C. Budget baseline
- D. Risk review

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 306

NEW QUESTION 175

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 177

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 180

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 184

A project manager is creating the WBS.

In which of the following phases is the project?

- A. Initiation
- B. Planning
- C. Execution
- D. Closing

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 139

NEW QUESTION 187

A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

- A. Scope
- B. Time
- C. Quality
- D. Cost

Answer: D

Explanation:

References

<https://programsucces.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/>

NEW QUESTION 192

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 194

Which of the following defines a group of projects that work together to achieve a common goal?

- A. Product
- B. Portfolio
- C. Program
- D. Project plan

Answer: C

Explanation:

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

NEW QUESTION 197

There are four parallel paths on a network diagram. The summary duration of each path is below: A, C, G: 10 weeks

A, B, F: 8 weeks

D, E, H: 12 weeks

D, B, F: 7 weeks

Which of the following tasks are on the critical path?

A. A, C, G

B. A, B, F

C. D, E, H

D. D, B, F

Answer: C

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 175

NEW QUESTION 199

Which of the following describes how a project is related to a program?

A. A program is a combination of multiple projects.

B. A program contains an element of the project.

C. A program is a part of a project.

D. A program uses half of the project's budget.

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 72

NEW QUESTION 201

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 202

An organization has multiple projects that are taking place simultaneously.

Which of the following should be tasked with ensuring resources are appropriately allocated to projects?

A. PMO

B. Project sponsor

C. Project coordinator

D. HR

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 82

NEW QUESTION 203

Which of the following project documents should be used to record the occurrence of an unplanned event?

A. Action log

B. Risk log

C. Change log

D. Issue log

Answer: D

Explanation:

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

NEW QUESTION 206

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 210

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 213

Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process.

Which of the following conflict resolution techniques has the project manager utilized?

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

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

NEW QUESTION 216

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 218

A project requires daily status updates.

Which of the following is the MOST effective method for providing these updates?

- A. Backlog
- B. Standup
- C. Kickoff
- D. Retrospective

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 306

NEW QUESTION 220

A customer has stated that meeting the project schedule and milestones takes priority and is, therefore, willing to spend additional funds to sustain operations. The project team must ensure completion of the:

- A. business continuity plan.
- B. incident response plan.
- C. disaster recovery plan.
- D. risk management plan.
- E. quality management plan.

Answer: D

NEW QUESTION 223

A change is being implemented on a project, and while in testing, it becomes clear that the change cannot be finalized due to the severe impact it would have on other critical systems. Which of the following should the team consult to determine which actions to take?

- A. Incident response plan
- B. Regression plan
- C. Progress plan
- D. Business continuity plan

Answer: D

NEW QUESTION 224

During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.

Which of the following should have occurred to prevent this issue?

- A. During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.
- B. The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.
- C. During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.
- D. During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 170

NEW QUESTION 229

A project manager is attempting to establish the proper sequencing and duration of project activities. Which of the following would be the MOST beneficial?

- A. Network diagram
- B. Ishikawa Diagram
- C. WBS
- D. Gantt chart

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 160

NEW QUESTION 234

Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option.

This type of conflict resolution is known as:

- A. forcing.
- B. avoiding.
- C. smoothing.
- D. compromising.

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

NEW QUESTION 237

A project manager does not have enough time to complete several tasks on a critical path. The budget is a low concern. Which of the following should be used to complete the tasks on time?

- A. Fast-track the tasks.
- B. Utilize positive float.
- C. Crash the schedule.
- D. Remove the critical path

Answer: A

NEW QUESTION 239

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 243

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 247

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 250

A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

- A. Risk register
- B. Post-mortem analysis
- C. Issue log
- D. Procurement report

Answer: B

Explanation:

References: https://en.wikipedia.org/wiki/Postmortem_documentation

NEW QUESTION 254

A project has fallen behind schedule. Upon investigation, the project manager determines that team members have implemented requirements relayed via impromptu hallway meetings with the client.

Which of the following should the project manager do to resolve this issue?

- A. Update the scope management plan.
- B. Modify the project baselines.
- C. Implement change control management.
- D. Inform the stakeholders of the issue.

Answer: D

NEW QUESTION 259

A subcontractor has submitted design documentation on the deliverable due date, but it will require rework. The activity is on the critical path of the project schedule. Which of the following should the project manager do NEXT?

- A. Determine the expected duration of the rework and complete a change request to modify the project baselines.
- B. Notify the project sponsor to schedule and facilitate a team meeting to rework the design documentation.
- C. Determine the expected duration of the rework with any associated quality control activities and add the duration to an updated version of the WBS.
- D. Update the master project schedule, and distribute it all stakeholders in accordance with the project communications plan.

Answer: A

NEW QUESTION 263

The project sponsor has cut the resources required for project completion. The project manager cannot complete the project without additional resources. Which of the following should the project manager do to obtain the resources?

- A. The project manager should identify and document the reasons for the additional resources in a change request.
- B. The project manager should hire additional resources temporarily to complete the project.
- C. The project manager should terminate the project until additional resources are added to the project.
- D. The project manager should ask the project team members to take on more tasks to complete the project on time.

Answer:

A

NEW QUESTION 267

A department manager asks a project manager about the status of a project that has only a few employees from the department assigned to it. Which of the following were MOST likely missed during project planning?

- A. Issue log and process diagram
- B. Resource analysis and Gantt chart
- C. Stakeholder analysis and communication plan
- D. Scatter chart and scope analysis

Answer: B

NEW QUESTION 270

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.

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 233

NEW QUESTION 273

An organization has determined that all projects must use a remote dashboard to allow portfolio management. Which of the following would enforce this directive?

- A. Project management office
- B. Project sponsor
- C. Project manager
- D. Project coordinator

Answer: A

NEW QUESTION 278

The final project report should contain which of the following?

- A. Minutes of all the project meetings
- B. Project design documentation
- C. Detailed breakdown of the schedule
- D. Summary of the project cost

Answer: D

NEW QUESTION 283

At a weekly project team meeting, it is apparent the project is over budget. The project manager needs to determine the reason for this issue. Which of the following documents should MOST likely be analyzed to obtain the answer?

- A. Project charter, organization chart, scope statement, and issue log
- B. Dashboard information, action items, project schedule, and status report
- C. Project management plan, scope statement, communication plan, and meeting agendas
- D. Project schedule, project management plan, communication plan, and issue log

Answer: A

NEW QUESTION 284

A project team has failed to deliver on changes the project manager outlined on a call two weeks ago. The project team members indicate they did not remember the contents on the call. Which of the following should the project manager do FIRST to improve the level of awareness of changes to the project schedule?

- A. Define the communications plan.
- B. Record the missed tasks on the issue log.
- C. Provide meeting minutes after each call.
- D. Complete a fishbone diagram.

Answer: A

NEW QUESTION 289

Due to a new government regulation, a project change is required. The project manager evaluates the change and realizes a representative from the legal department will need to approve the change as well.

The project manager should:

- A. follow the change process flow and notify the legal department after the change is implemented.
- B. extend a formal invitation to the legal department representative to join the CCB.
- C. hold a separate meeting with the legal department representative and ask for approval.
- D. notify the legal department representative in the event of an upcoming audit.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 294

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 296

Which of the following documents is typically signed by the vendor and includes a reference for how customers' internal information will be protected?

- A. MOU
- B. NDA
- C. SOW
- D. SLA

Answer: D

NEW QUESTION 297

A vendor has accepted a proposed project from a customer.

Which of the following is MOST likely to be the first document created by the project manager?

- A. Project charter
- B. Project management plan
- C. Project statement of work
- D. Project schedule

Answer: C

Explanation:

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

NEW QUESTION 302

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 305

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