

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

A project manager has identified a minor skills gap in the operational team that will end up supporting the project solution. Which of the following is the BEST risk mitigation strategy that the project manager should use?

- A. Organize adequate training and have one of the operational staff as part of the project team.
- B. Raise a risk in the risk register, identify the likelihood and the consequence of the risk occurring.
- C. Have the project adequately document the solution and ensure a transition is in place.
- D. Escalate this as an issue to the project control board and ensure that there is adequate discussion.

Answer: A

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

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 5

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

Answer: B

Explanation:

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

NEW QUESTION 6

An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fast-tracked tasks that require additional hours. Which of the following documents did the project manager fail to reference?

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

Answer: B

NEW QUESTION 7

A milestone task on the critical path has been completed. Which of the following should the project manager notify?

- A. Owner of predecessor task
- B. Project team
- C. Project sponsor
- D. Project steering committee

Answer: C

NEW QUESTION 8

A project schedule lists a resource as 50% because it likely:

- A. is a shared resource.
- B. depict a resource shortage.
- C. signifies overallocation of a resource.
- D. notes underallocation of a resource.

Answer: A

NEW QUESTION 9

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 10

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility. Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

- A. Email
- B. Social media
- C. Text messaging
- D. Face-to-face

Answer: C

Explanation:

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

NEW QUESTION 10

A company hires a number of interns and assigns them key roles on a project. Which of the following should the project manager MOST likely anticipate?

- A. Reduced quality
- B. Reduced scope
- C. Reduced risk
- D. Reduced timeline

Answer: A

NEW QUESTION 15

A business 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 20

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 21

A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies. Which of the following documents should the project coordinator use?

- A. Risk register
- B. Issue log
- C. Communication plan
- D. Status report

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 240

NEW QUESTION 24

A project manager is justifying a required change with the associated impact on the project. Which of the following is the NEXT step?

- A. Implementation
- B. Approval
- C. Validation
- D. Auditing

Answer: B

Explanation:

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

NEW QUESTION 27

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 30

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 32

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 33

A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes. Which of the following should the project manager do NEXT?

- A. Gain approval for the changes.
- B. Identify the approval authority.

- C. Implement the changes.
- D. Create an emergency change request.

Answer: A

Explanation:

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

NEW QUESTION 36

Which of the following vendor documents specifically address quality? (Select TWO).

- A. LOI
- B. SLA
- C. Warranty
- D. PO
- E. NDA

Answer: AB

NEW QUESTION 40

Ann, one of the affected stakeholders, feels that the project team has not been giving periodic stakeholder updates and that her input has not been taken into account.

Which of the following should the project manager do to ensure stakeholder expectations are met?

- A. Ensure that Ann is involved during the testing phase of the project so she can call out functional gaps.
- B. Organize a walkthrough of the solution and ensure face-to-face updates occur every two weeks.
- C. Escalate the issue to the project steering committee that Ann is criticizing the project quality.
- D. Organize a requirements workshop to capture any gaps.

Answer: B

NEW QUESTION 43

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 47

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. The WBS will be required on very large projects.
- C. The WBS will be required if the project manager has the time available to complete it.
- D. The WBS 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 51

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 56

Which of the following statements are correct regarding project management? (Select two.)

- A. A project can be part of an organization's program management.
- B. An organization's portfolio will include programs.
- C. A program has a defined start and finish.
- D. An organization's portfolio is a temporary and unique endeavor.
- E. A project portfolio will be managed under program management.

Answer: BC

NEW QUESTION 58

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 61

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference. Which of the following is MOST likely to be the main challenge the influences this decision?

- A. Geographical factors
- B. Language barriers
- C. Cultural differences
- D. Technology factors

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 259

NEW QUESTION 62

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 66

Which of the following elements should be included on a responsibility assignment matrix?

- A. Responsible, accountable, consulted, informed
- B. Resource, accountable, signoff, input
- C. Responsible, accurate, confidential, informed
- D. Resource, accountable, consulted, informed

Answer: A

NEW QUESTION 70

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 74

Which of the following is an example of a project?

- A. Purchasing pedometers from local retail stores for employees
- B. Implementing a health awareness program at an organization
- C. Conducting semi-annual blood drives at an organization
- D. Presenting a scripted workshop at an organization's three locations

Answer: B

NEW QUESTION 77

A project sponsor wants to demonstrate progress on a Deliverable 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 79

Which of the following documents need to be updated as events occur during a project? (Select TWO).

- A. Change request
- B. Risk register
- C. Meeting minutes
- D. Issue log
- E. Status report

Answer: CE

NEW QUESTION 82

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 83

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 84

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 87

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 89

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 Ishikawa Diagram with the project team to determine possible causes and effects.

Answer: B

NEW QUESTION 94

Using Scrum, which of the following are discussed in A Daily 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 98

A project manager is creating the monthly report for top management. The project manager has collected the information below:

AC = 100

PV = 80

EV = 120

Based on this information, the CPI reflects which of the following about the project?

- A. It is under budget.
- B. It is over budget.
- C. It is ahead of schedule.
- D. It is behind schedule.

Answer: A

Explanation:

"The cost performance index (CPI) is calculated this way: $CPI = EV / AC$ "

Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 99

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

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

Answer: A

NEW QUESTION 104

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 109

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 114

In which of the following categories does ABusiness process change fit?

- A. Project change
- B. Organizational change
- C. General change
- D. Departmental change

Answer: B

Explanation:

"Business process changes typically occur within the organization. An example of ABusiness process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way"

Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 116

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action. Which of the following techniques is the project manager using?

- A. Compromising
- B. Smoothing
- C. Withdrawing
- D. Accepting

Answer: C

Explanation:

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

NEW QUESTION 120

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 125

A company is in the process of combining the human resources and marketing departments. Which of the following describes this change?

- A. Business process change
- B. Business merger
- C. Internal reorganization
- D. Interorganizational change

Answer: A

NEW QUESTION 130

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 133

Which of the following is a characteristics of a matrix organization?

- A. Authority lies solely with the project manager.
- B. Authority is directed by the project architect.
- C. Authority is shared between the project manager and project coordinator.
- D. Authority is shared between functional and project managers.

Answer: D

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 56

NEW QUESTION 135

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 138

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 142

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 143

When an action is taken on a risk, which of the following is being done and which document needs to be updated?

- A. Mitigating risk, and the risk register should be updated
- B. Accepting risk, and the risk review document should be updated
- C. Avoiding risk, and the risk review document should be updated
- D. Exploiting risk, and the risk register should be updated.

Answer: A

NEW QUESTION 148

A minor change to the baseline schedule is required. This change will be the second minor modification to the schedule. Which of the following is the appropriate version number?

- A. 0.3
- B. 1.2
- C. 2.0
- D. 3.0

Answer: B

NEW QUESTION 150

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 153

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 158

A critical stakeholder has requested additional status updated beyond the schedule.

Which of the following factors MOST likely needs to be accounted for when communicating with this stakeholder?

- A. Confidentiality

- B. Criticality
- C. Frequency
- D. Cultural differences

Answer: C

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 265

NEW QUESTION 160

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 164

A customer has requested additional features for an active project. Which of the following steps should take place NEXT?

- A. Implement the requested changes.
- B. Evaluate the impact of the changes.
- C. Update all project documents.
- D. Submit the requested changes to the CCB.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 293

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 171

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 173

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 178

During the storming stage of a project team's development, it is common to experience confusion about tasks and responsibilities because:

- A. there is unfamiliarity with the project structure.
- B. there is a lack of trust among team members.
- C. there are minimal team decisions.
- D. there is no engagement of the team by the project manager.

Answer: B

NEW QUESTION 181

Which of the following are examples of organizational change? (Choose two.)

- A. Relocation
- B. Scope
- C. Business process
- D. Schedule
- E. Risk event

Answer: AC

Explanation:

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

NEW QUESTION 184

A project manager has been asked to prepare and present a review of the execution phase. Which of the following is the BEST audience for this review?

- A. Vendors
- B. Key stakeholders
- C. Resources
- D. Project team
- E. Business analysts

Answer: D

NEW QUESTION 185

A project team on a four-year project has a shortage of workspace within an office. Which of the following is the MOST viable solution for the project team while ensuring work hours are not wasted?

- A. Secure a new facility, permit remote work, and reduce staff.
- B. Reduce staff, implement BYOD, and permit remote work.
- C. Implement BYOD, secure a new facility, and utilize shared workspaces.
- D. Permit remote work, utilize shared workspaces, and implement BYOD.

Answer: D

NEW QUESTION 190

An active project has a CPI of 0.92. Which of the following can be determined?

- A. The project is currently over budget.
- B. The project has a Budget surplus.
- C. The project is ahead of schedule.
- D. The project is behind schedule.

Answer: A

Explanation:

Reference
<http://smallbusiness.chron.com/project-management-cpi-numbers-mean-35541.html>

NEW QUESTION 195

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 199

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 200

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 201

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 205

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 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 209

A project manager is assigned to a new project that must start immediately. No formal or approved documents have been authored for the project. The project manager must identify project roles, justify the business need, and determine project scope boundaries.

Which of the following documents should the project manager create?

- A. Business case
- B. Project charter
- C. Scope statement
- D. Project management plan

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 107

NEW QUESTION 213

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 217

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 220

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 225

A key stakeholder asks the project manager for additional features. Which of the following documents should the project manager refer to before responding to this request?

- A. Process diagram
- B. Change control plan
- C. Balanced scorecard
- D. SWOT matrix

Answer: B

NEW QUESTION 226

Which of the following is described as placing responsibility for addressing the potential effects of an uncertain future event on an entity outside the organization?

- A. Risk avoidance
- B. Risk transfer
- C. Risk exploitation
- D. Risk mitigation

Answer: B

NEW QUESTION 227

A project has a budget of \$850,000. The project manager has identified and documented that certain key applications were not included in the scope management plan. As reported, the CPI is 0.8, and the PMO allows only a 5% additional increment to the planned budget. Which of the following should the project manager do NEXT?

- A. Add the required work to complete the project behind \$892,500.
- B. Evaluate the impact and justify adding new work to the project.
- C. Obtain approval from the CCB.
- D. Request a budget increase of \$170,000.

Answer: C

NEW QUESTION 231

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 233

A project manager needs to track the actual and estimated start and finish dates of all WBS work packages. Which of the following is a necessary step to record the actual durations?

- A. Establish each WBS work package resource.
- B. Establish and set the baseline.
- C. Establish and set the quality gates.
- D. Establish the tollgates.

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 167

NEW QUESTION 235

A project manager is unsure if the quality of a Deliverable from a SME meets specifications. Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Send an email outlining the concerns to the team member.
- C. Send a project team meeting to obtain feedback from everyone.
- D. Post the issue on the wiki page for input from stakeholders.

Answer: A

Explanation:

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

NEW QUESTION 236

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 237

The project's network map has a loop with multiple project outcomes. This is the result of which of the following scheduling tools?

- A. Establishing project schedule baselines
- B. Critical Path Analysis
- C. Critical Chain Method
- D. Graphical evaluation and review technique

Answer: D

NEW QUESTION 241

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 244

A project has been experiencing some difficulties due to third-party vendors. The project manager should request.

- A. Additional resources
- B. A gate review
- C. A risk register update
- D. A performance audit

Answer: C

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 272

NEW QUESTION 248

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 250

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 255

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 256

A project team is defining detailed risks. Which of the following project phases is taking place?

- A. Initiation
- B. Monitor and control
- C. Execution
- D. Planning

Answer: D

NEW QUESTION 257

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 258

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 262

A project manager is managing a transactional project. One of the key team members is having difficulties understanding the client requirements.

Which of the following actions would be BEST for the project manager to take?

- A. Ask the client to provide additional language resources to the team.
- B. Purchase a language translation program.
- C. Hire a translator to help the key team member
- D. Ask the client to provide requirements in the native language of the team.

Answer: D

NEW QUESTION 266

The design activity of a project has the following cost attributes: PV = 100,000

EV = 20,000

AC = 90,000

Based on this scenario, calculate the schedule variance.

- A. -80,000
- B. -70,000
- C. 10,000
- D. 120,000

Answer: A

NEW QUESTION 268

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 data based on past knowledge.
- C. Hold a full team workshop to review the complete WBS.
- D. Collaborate with other project managers.

Answer: A

NEW QUESTION 271

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 273

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