

Exam Questions PK0-004

CompTIA Project+ Certification Exam

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NEW QUESTION 1

Which of the following risk strategies is represented by the purchase of insurance?

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

Answer: C

Explanation:

“Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on”

NEW QUESTION 2

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 3

A software upgrade project has been postponed because it may impact a critical business system. Which of the following strategies has been applied?

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

Answer: C

NEW QUESTION 4

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 5

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 6

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 7

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 8

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house A Different type of reptile that will require A Different temperature range than the capacity of the installed system. The modification has been approved. Which of the following constraints are MOST likely to be affected? (Choose two.)

- A. Quality because the existing system is now outside the threshold.
- B. Requirements because this is a change to initial scope.
- C. Cost because replacing the system incurs additional expense.
- D. Schedule because this was an unscheduled task and will impact the timeline.
- E. Stakeholders because they will need to understand the modification and provide buy-in.

Answer: CD

Explanation:

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

NEW QUESTION 9

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 10

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 10

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 14

When forming a project team, there are a number of phases.

When a project team is productive and effective this phase is known as which of the following?

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

Answer: C

NEW QUESTION 17

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 22

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 26

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 29

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 34

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 39

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 40

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 45

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 50

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 52

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 56

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 58

During a project, a key stakeholder asks a project team member to add a requirement. The team member adds the requirement without informing the project manager. Which of the following is described in this scenario?

- A. Change request
- B. Risk mitigation
- C. Change control
- D. Scope creep

Answer: D

NEW QUESTION 61

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 62

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 64

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 65

A project manager needs to identify the resources assigned to a particular task. In which of the following documents can this information be found?

- A. Project schedule
- B. Cost plan
- C. Scope statement
- D. Impact assessment

Answer: A

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 156

NEW QUESTION 70

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 72

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 77

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 79

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 84

Which of the following inherently affects quality standards?

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

Answer: D

NEW QUESTION 89

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 92

Which of the following techniques modifies the schedule based upon resource constraints?

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

Answer: A

NEW QUESTION 96

A contract review meeting has been scheduled with a non-performing vendor. The project manager has been asked to provide recommendations for continuous service improvements and removal of the vendor. Which of the following documents should the project manager review BEFORE the meeting?

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

Answer: B

NEW QUESTION 101

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 106

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 108

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 111

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 webConference 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 114

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 119

A project manager is not required to participate in performance appraisal meetings with team members. The project manager is working within which of the following organizational structures?

- A. Projectized
- B. Balanced matrix
- C. Functional
- D. Strong matrix

Answer: D

NEW QUESTION 120

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 123

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 124

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 125

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 129

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 133

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 134

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 138

A company has hired a new project manager. The PMO has briefed the new project manager on the following expected responsibilities for projects:

- Coordinate project schedule
- Manage to the triple constraint
- Provide performance feedback to team members' managers

Which of the following types of organizational structures did the new project manager MOST likely join?

- A. Balanced matrix
- B. Strong matrix
- C. Functional
- D. Projectized

Answer: D

NEW QUESTION 142

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 144

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 145

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 147

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

- A. Execution
- B. Kickoff
- C. Closure
- D. Planning

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 112

NEW QUESTION 149

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 154

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 159

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 160

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 162

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 165

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 168

Which of the following defines the minimum level of engagement of a stakeholder?

- A. Passive
- B. Invested
- C. Contributing
- D. Interested

Answer: A

NEW QUESTION 173

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 175

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 176

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 177

A carpenter on a project team reports there is insufficient time to accomplish tasks on schedule. Which of the following is the FIRST step the project manager should take?

- A. Assess the risk register's new items.
- B. Review the task start and finish dates.
- C. Obtain additional resources.
- D. Analyze the assigned hours.

Answer: A

NEW QUESTION 179

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 180

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 182

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 187

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 188

A team lead informs the project manager that the datacenter will not be accessible when the project needs to be completed. The team lead also indicates that the team member who is assigned to complete the datacenter project is out on medical leave.

Which of the following should a project manager update to document this information?

- A. A list of realized risks
- B. A list of decomposed activities
- C. A sequenced list of project tasks
- D. A Document describing agreed-upon communication methods

Answer: A

Explanation:

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

NEW QUESTION 192

Before a team can start on a sprint, they will need to:

- A. create a set of iterations to work on and prioritize.
- B. generate an icebox of work items to review.
- C. review the backlog of work items to prioritize.
- D. take client requirements and draft them into a task list.

Answer: A

NEW QUESTION 193

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 198

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 199

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 201

The project team is not comfortable moving an expensive material.
 A third party is hired to move the material. This is an example of risk:

- A. Transference
- B. Sharing
- C. Avoidance
- D. Acceptance

Answer: A

NEW QUESTION 204

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 ABudget 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 208

A sponsor requests that the project team shorten the completion of a project by two months to give the sales team more leverage in renegotiating the contract with the client. The budgeted time is 500 hours, and the projected earned value is \$30,000.

| Project Completion | Total Hours | Actual Cost |
|--------------------|-------------|-------------|
| 6 months | 420 | \$25,200 |
| 4 months | 620 | \$37,200 |

Which of the following represents the cost variance for both project completions?

- A. -\$4.8K and -\$7K
- B. -\$4.9K and \$7K
- C. \$4.8K and -\$7K
- D. \$4.8K and \$7K

Answer: C

Explanation:

References:
<https://pmstudycircle.com/2012/05/schedule-variance-sv-cost-variance-cv-in-project-cost-management/>

NEW QUESTION 212

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 216

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 217

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 218

The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

- A. Ahead of schedule and over budget
- B. Behind schedule and under budget
- C. Ahead of schedule and under budget
- D. Behind schedule and over budget

Answer: C

NEW QUESTION 220

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 224

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 225

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 229

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 230

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 235

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 236

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 239

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 241

A project has a cost 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 243

A customer will have ongoing changes to project requirements.
Which of the following is the BEST project management methodology for this requirement?

- A. Waterfall
- B. Agile
- C. PRINCE2
- D. Bottom-up

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 310

NEW QUESTION 246

The project sponsor wishes to implement a 24/7 solution for the service desk, requiring the establishment of the capability on three different continents. Which of the following factors is MOST likely to influence communication methods across the project?

- A. Personal preferences and message content
- B. Level of message/report detail and confidentiality constraints
- C. Time zones and language barriers
- D. Technological and criticality factors

Answer: B

NEW QUESTION 249

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 253

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 254

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 255

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 256

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 257

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 261

Which of the following shows projected project expenditures?

- A. Work breakdown structure
- B. Cash flow schedule
- C. Cash burn rate
- D. Budget milestone

Answer: A

NEW QUESTION 266

A project team is spread between two countries on different continents. Which of the following factors are MOST likely to influence communication methods selected for the communication plan? (Select TWO).

- A. Interorganizational constraints
- B. Personal preferences
- C. Language barriers
- D. Cultural differences
- E. Confidentiality constraints

Answer: CD

NEW QUESTION 271

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 276

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 280

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 285

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 290

A project manager is working on the project charter. Which of the following phases does this describe?

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

Answer: A

Explanation:

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

NEW QUESTION 294

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 298

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 300

The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on ADaily basis. Which of the following would be the MOST effective means to do this?

- A. Instant messaging
- B. Video conference
- C. Phone call
- D. Collaboration website

Answer: B

NEW QUESTION 305

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 308

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 312

If a project sponsor wants to know the current status and progress of a project, which of the following is the BEST approach to find this information?

- A. The project sponsor should obtain the current status from team members, put it into a presentation, and present it to the project manager for review.
- B. The scheduler should obtain the current status from team members, apply it to the baseline of the schedule, and run a report.
- C. The scheduler should obtain the current status from team members, update the project charter, project management plan, dashboard, and SOW, and then create a status report to provide to the project manager.
- D. The scheduler should obtain the current status from team members, update the risk register, and provide the information to the project champion for review.

Answer: B

NEW QUESTION 315

Which of the following is a key aspect of the Agile project management methodology?

- A. Test-driven
- B. Daily standup meetings
- C. Short project durations
- D. Defined list of requirements

Answer: B

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 286

NEW QUESTION 319

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 322

A company has updated the method it uses to initiate projects. The company requires RFPs from three vendors, and low and high bids must be rejected to determine the selected vendor.

Which of the following terms describe this requirement?

- A. Outsourcing
- B. Business acquisition
- C. Business process change
- D. Internal reorganization

Answer: A

Explanation:

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

NEW QUESTION 325

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