



# CompTIA

## 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**

A project manager is releasing resources and archiving documents. Which of the following phases is the project MOST likely in?

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

**Answer: D**

**NEW QUESTION 3**

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 4**

During the initiation phase, a project manager has asked for ADocument containing the high-level objectives and goals for a project.

Which of the following documents would contain these items?

- A. Business case
- B. Requirements document
- C. Project timeline
- D. Task plan

**Answer: B**

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 138

**NEW QUESTION 5**

A quality auditor finds suspicious code during a software test. For which of the following could this be a trigger?

- A. Incident response
- B. Quality control
- C. Resource changes
- D. Business continuity response

**Answer: A**

**NEW QUESTION 6**

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 7

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 8

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 9

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 10

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 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 14

A project manager has contracted a third-party vendor to achieve milestones. Which of the following risk strategies is the project manager applying?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 17

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 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 25

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 26

A project manager provides status reports to a customer on A Biweekly basis, but the customer is very busy and only has a few minutes to review the project. Which of the following are critical for the project manager to provide?

- A. Cost, schedule, organizational chart, and risks/issues
- B. Risks/issues, cost, RACI chart, and action items
- C. Schedule, cost, risks/issues, and milestones
- D. Action items, organizational chart, schedule, and NDA

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 30

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 34

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 36**

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 37**

A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

- A. Resource loading
- B. Resource leveling
- C. Prioritizing tasks
- D. Allocating resources

**Answer:** D

**NEW QUESTION 39**

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 40**

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 41**

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 46**

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 50

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 54

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 56

A project team completed ABrainstorming 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 59

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

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

**Answer:** AD

#### NEW QUESTION 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 63

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 66

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 67**

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 72**

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 74**

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 76**

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 81**

A new project sponsor has joined the project team, and the constraints on the project have been reprioritized. The project cost was previously the most important factor, but the new sponsor has indicated that meeting a new, shorter deadline is the priority.

Which of the following effects is this MOST likely to have on the project?

- A. The deliverables and quality will remain the same, but the cost will increase.
- B. The deliverables and quality will remain the same, but the cost will decrease.
- C. The deliverables and cost will remain the same, but the quality will increase.
- D. The cost and quality will remain the same, but the deliverables will increase.

**Answer:** A

**NEW QUESTION 82**

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 85

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 86

A project team is mainly based in a metropolitan area. The team also has members in a remote area, where Internet access is limited and unstable. Which of the following factors will MOST likely influence the communication methods used in the project?

- A. Personal preferences
- B. Technological factors
- C. Language barriers
- D. Cultural differences

**Answer:** B

#### Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 270

#### NEW QUESTION 88

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 92

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 93

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 94

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 97

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 99

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 102

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 106

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 111

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 114

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 115**

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 117**

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 120**

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 122**

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 124**

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

- A. Ishikawa Diagram
- B. Bar chart
- C. Pareto diagram
- D. Scatter plot

**Answer:** A

**Explanation:**

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

**NEW QUESTION 125**

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 129**

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 134

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 139

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 143

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 148

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 149

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 150

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 155

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 160

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 163

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 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 169

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 172

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 175**

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 180**

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 184**

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 185**

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 188**

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 189**

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 193

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 196

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.

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 198

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

#### NEW QUESTION 200

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 203

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 206

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 209

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Sales clerk
- B. Marketing representative
- C. Team lead
- D. Product item

**Answer:** B

#### NEW QUESTION 210

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

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

**Answer:** BD

**Explanation:**

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

#### NEW QUESTION 214

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

**Answer:** C

**Explanation:**

References: <https://teamweek.com/blog/2017/09/top-project-management-methodologies/>

#### NEW QUESTION 216

In a project with a budget of \$235,000, the CPI is 0.80, and the SPI is 1.20. Based on this information, which of the following can the key stakeholders determine about the project?

- A. The project is under budget and ahead of schedule.
- B. The project is over budget and ahead of schedule.
- C. The project is under budget and behind schedule.
- D. The project is over budget and behind schedule.

**Answer:** A

#### NEW QUESTION 220

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 223

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 226

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 231

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 235

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 240

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 245

A project manager has been assigned a project with A Budget of \$50,000. Three change requests are submitted during execution that will increase the overall project cost to \$60,000. Which of the following steps should the project manager perform NEXT?

- A. Wait until the change requests are approved by the CCB.
- B. Approve the changes because the additional functionality is required to complete the process.
- C. Speak with the project sponsor and provide A Detailed analysis of the changes and impacts to the project budget.
- D. Schedule the changes as part of the second phase of the project when additional funding will be available and work can be completed.

**Answer:** A

#### Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 292

#### NEW QUESTION 246

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 247

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 251

A team member learns that an assigned task is not due until the very end of the project. Moreover, the team member is not aware of any predecessor tasks dependent on completing the assigned task. Which of the following does the project manager use to decide if the team member can start the task later or earlier?

- A. Review the PERT chart and evaluate if the task is a critical dependency.
- B. Review the PERT chart and evaluate if the task is a discretionary dependency.
- C. Review the PERT chart and evaluate if the task is a real dependency.
- D. Review the PERT chart and evaluate if the task is an external dependency.

**Answer: B**

**Explanation:**

References  
<http://www.pmgloss.com/comptia/>

#### NEW QUESTION 254

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 259

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

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

**Answer: AB**

**Explanation:**

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

#### NEW QUESTION 262

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 264

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 267

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 271

Which of the following would indicate a project manager is working in a matrix-based organization?

- A. The project manager has full authority over resources and the project.
- B. The project manager has no authority over the project resources and limited-to-no authority over the project.
- C. Resources align to the project, report to the project manager, and have no functional home at the end of the project.
- D. Resources report to business area functional managers and return to the functional area at the end of the project.

**Answer:** A

#### NEW QUESTION 274

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 278

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 280

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 282

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 286

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 288

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 291

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 296

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 300

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 301

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 302**

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 A Detailed 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 305**

A project manager noticed the development team supporting a project does not have sufficient skills to complete the development phase. The project manager has discussed this issue with the functional manager and agreed to continue with the development phase due to time restrictions. Which of the following strategies is the project manager applying?

- A. Accepting
- B. Mitigating
- C. Avoiding
- D. Transferring

**Answer:** A

**Explanation:**

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

**NEW QUESTION 308**

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

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

- A. 12 days
- B. 14 days
- C. 16 days
- D. 19 days

**Answer:** A

**Explanation:**

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

**NEW QUESTION 311**

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 313**

The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on A Daily 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 318**

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 322**

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

- A. Project team members
- B. Project sponsor
- C. Project manager
- D. Project scheduler

**Answer:** C

**Explanation:**

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

**NEW QUESTION 326**

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 328**

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 331**

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 335**

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 337**

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