CompTIA

Exam Questions PK0-004

CompTIA Project+ Certification Exam

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

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

Answer: A

NEW QUESTION 3
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 4
Which of the following roles has approval authority for project funding?

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

Answer: D

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

NEW QUESTION 5
Which of the following tools would a project manager use to determine the root cause of an issue?

A. Pareto Chart
B. IshikawADiagram
C. Histogram
D. Monte Carlo Analysis

Answer: B

NEW QUESTION 6
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 7
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 8
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 9
ABusiness has implemented a new online performance management tool that allows functional and project managers to rate employees online.
This action is known as which of the following?

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

Answer: A

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

NEW QUESTION 10
A PM receives notification that an issue will impact ADeliverable on the critical path. The issue is logged with a unique ID and assigned to a team member; however, the team member has not addressed it after a week. Which of the following would be the BEST approach to resolving the issue?

A. Assign ADifferent team member to resolve the issue before the next status meeting.
B. Review the issue with the assigned team member to determine ADue date.
C. Set ADue date to resolve the issue and inform the assigned team member.
D. Report the team member to a functional manager for disciplinary action.

Answer: B

NEW QUESTION 10
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 11
A project manager provides status reports to a customer on ABiweekly 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 13
The executive sponsor asks a project manager to summarize the following for a project:
1. Final capital expenditures.
2. Anticipated cost of new employee resources to support the solution.
3. Maintenance estimates.
Which of the following information should the project manager provide?

A. Cost baseline
B. Burn rate
C. Cost variance report
D. Total project cost

Answer: A

NEW QUESTION 18
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 19
A post implementation review is being performed as a part of project closure. Which of the following are applicable areas that the review should cover? (Choose two.)

A. Lessons learned during the project.
B. Produce operational support documentation.
C. Gathering and centralizing project documentation.
D. Organizing the communication of project closure.
E. Identify the key project achievements.
F. Provide a recap of the overall solution.

Answer: AE

NEW QUESTION 24
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 27
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 29
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 33
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 38
Ann, one of the affected stakeholders, feels that the project team has not been giving periodic stakeholder updates and that her input has not been taken into account.
Which of the following should the project manager do to ensure stakeholder expectations are met?

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

Answer: B

NEW QUESTION 40
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 45
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 49
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 53
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 57
A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

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

Answer: B

NEW QUESTION 60

Which of the following is an example of a project?

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

Answer: B

NEW QUESTION 63
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 66
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 69
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 74
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 77
An authorized change to a construction project was implemented. During the modification, the team identified ADefect in which the change caused the building power output to be outside the KPPs.
Which of the following actions should the project manager take?

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

Answer: B

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

NEW QUESTION 81
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 84
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 86
The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in ADollar figure.
This type of analysis is an example of which of the following?

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

Answer: C

NEW QUESTION 90
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 92
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 96
A project has fallen behind schedule for no obvious reason, so the PM has gathered the team to brainstorm. Which of the following should the PM do NEXT?

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

Answer: B

NEW QUESTION 98
A task on the critical path will not be completed on time. The project manager is reviewing both the schedule and the risk register to create a corrective action plan.
The project completion date and quality of the deliverable cannot change. Which of the following activities should the project manager perform NEXT?

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

Answer: A

NEW QUESTION 100
Using Scrum, which of the following are discussed in ADaily standup meeting?

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

Answer: A

NEW QUESTION 101
new stakeholder has been added to a project with ABAG of $850,000. The stakeholder has raised five change requests to the CCB; two of them have been approved, and three are awaiting initial review. Considering the project has a CPI of 0.89 and an SPI of 1.14, and the approved ones will be implemented, which of the following should the project manager do LAST?

A. Identify and document the risk.
B. Evaluate the impact and justification.
C. Implement the change.
D. Update the documents and plans.

Answer: D

NEW QUESTION 104
In which of the following situations is a project manager MOST likely to use a process diagram?

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

Answer: B

NEW QUESTION 109
In which of the following categories does ABusiness process change fit?

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

Answer: B

Explanation:
"Business process changes typically occur within the organization. An example of ABusiness process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 112
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 116
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 117
A governance committee has just approved a new project. The project scheduler is now developing the project schedule. Which of the following activities should be done FIRST?

A. Add durations.
B. Add the start and finish dates
C. Add tasks.
D. Add resources.

Answer: C

NEW QUESTION 119
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 122
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 127
Which of the following is a characteristics of a matrix organization?

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

Answer: D

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

NEW QUESTION 129
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 132
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 135
When an action is taken on a risk, which of the following is being done and which document needs to be updated?

A. Mitigating risk, and the risk register should be updated

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

Answer: A

NEW QUESTION 137
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 142
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 147
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 148
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 149
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 154
A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

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

Answer: A

Explanation:

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

NEW QUESTION 157
A critical stakeholder has requested additional status updated beyond the schedule.
Which of the following factors MOST likely needs to be accounted for when communicating with this stakeholder?

A. Confidentiality
B. Criticality
C. Frequency
D. Cultural differences

Answer: C

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

NEW QUESTION 160
A project 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 161
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 specifiCEvent.
B. Variance in the process over time.
C. Causes of a specifiCEvent.
D. Determining the number of events.

Answer: C

NEW QUESTION 163
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 165
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 166
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 167
Which of the following is the MOST appropriate communication method for a highly confidential message to a Multilanguage global project team?

A. Encrypted email
B. Face-to-face communication with a translator
C. Social media communication through a secure connection
D. Voice conferencing

Answer: A

NEW QUESTION 170
ADaily standup Scrum meeting is BEST accomplished in a:

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

Answer: C

NEW QUESTION 171
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 172
A project team on a four-year project has a shortage of workspace within an office. Which of the following is the MOST viable solution for the project team while ensuring work hours are not wasted?

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

Answer: D

NEW QUESTION 173
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 176
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 178
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 182
A senior manager asks a project manager for an estimated budget on a new project. Which of the following is the BEST step for the project manager to take?

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

Answer: B

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

NEW QUESTION 185
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 189
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 191
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 196
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 197

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 200
A project requires daily status updates.
Which of the following is the MOST effective method for providing these updates?

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

Answer: B

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

NEW QUESTION 203
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 205
A project manager has been assigned a project with ABudget 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 ADetailed 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 207
A customer has stated that meeting the project schedule and milestones takes priority and is, therefore, willing to spend additional funds to sustain operations. The project team must ensure completion of the:

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

Answer: D

NEW QUESTION 208
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. IshikawADiagram
C. WBS
D. Gantt chart

Answer: A

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

NEW QUESTION 210
A key stakeholder asks the project manager for additional features. Which of the following documents should the project manager refer to before responding to this request?

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

Answer: B

NEW QUESTION 214
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 217
A project has a 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 ABudget increase of $170,000.

Answer: C

NEW QUESTION 218
Which of the following describes ABurn rate?

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

Answer: C

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

NEW QUESTION 222
A project manager needs to track the actual and estimated start and finish dates of all WBS work packages. Which of the following is a necessary step to record the actual durations?

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

Answer: B

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

NEW QUESTION 223
Which of the following are mutually binding project documents? (Select two.)

A. Quotation
B. Letter of intent
C. Proposal
D. Evaluation

E. Warranty
F. Charter

Answer: BF

NEW QUESTION 228
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 229
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 231
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

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NEW QUESTION 236
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 241
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 245
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 charge 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 248

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

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

Answer: B

NEW QUESTION 253
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 258
A project team has failed to deliver on changes the project manager outlined on a call two weeks ago. The project team members indicate they did not remember the contents on the call. Which of the following should the project manager do FIRST to improve the level of awareness of changes to the project schedule?

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

Answer: A

NEW QUESTION 263
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 266
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 270
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 271

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 274
A team member has completed an assigned task. Which of the following roles should be notified FIRST?

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

Answer: C

NEW QUESTION 276
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 281
Which of the following metrics demonstrates to a project manager if a project is overspending or underspending?

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

Answer: C

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

NEW QUESTION 283
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 287
A project manager has an opportunity to add a highly skilled expert to the team who can increase the probability of the project's success.
Which of the following risk strategies should the project manager adopt?

A. Exploitation
B. Avoidance
C. Acceptance
D. Mitigation

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 239

NEW QUESTION 288
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 289
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 291
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