

CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam



NEW QUESTION 1

Due to multiple changes, the sign-off for the project scope baseline is delayed. The project sponsor has restricted the budget for this project. Which of the following should the project manager MOST likely do to move forward?

- A. Communicate with the affected stakeholders.
- B. Initiate a formal change request to modify the cost
- C. Adjust the scope to stay within the cost.
- D. Set a new cost using a lightweight estimation method.

Answer: A

Explanation:

The project manager should communicate with the affected stakeholders first after realizing that the sign-off for the project scope baseline is delayed due to multiple changes and that the budget for this project is restricted by the project sponsor. The affected stakeholders are those who have an interest or influence on the project and may be impacted by any changes or delays. Communicating with them can help to explain the situation, assess the impact, seek feedback, and manage expectations.

NEW QUESTION 2

A sponsor prefers to communicate with the team using email, phone calls, conversations in the hallway, and impromptu meetings. Which of the following types of communication is the sponsor using?

- A. Informal communication
- B. Formal communication
- C. Synchronous communication
- D. Asynchronous communication

Answer: A

Explanation:

Informal communication is a type of communication that is casual, spontaneous, and unstructured. It does not follow any predefined rules, protocols, or formats. Examples of informal communication include email, phone calls, conversations in the hallway, and impromptu meetings¹². The sponsor is using informal communication to communicate with the team, as these methods are convenient, flexible, and personal. However, informal communication may also have some drawbacks, such as lack of documentation, inconsistency, and potential for misunderstanding³. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations⁴.

NEW QUESTION 3

Which of the following describes three-tier architecture?

- A. Conceptual, design, and implementation stages
- B. Presentation, application, and data processing
- C. Network, software, and security
- D. Development, testing, and production environment

Answer: B

Explanation:

Presentation, application, and data processing. Presentation, application, and data processing are the three logical and physical computing tiers that make up a three-tier architecture. A three-tier architecture is a type of software architecture that separates an application into three layers or tiers that run on different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. The presentation tier is the user interface and communication layer of the application, where the end user interacts with the application. The application tier is the logic or middle tier of the application, where data is processed using business rules. The data processing tier is the data or back-end tier of the application, where data is stored and managed¹².

NEW QUESTION 4

Which of the following aspects are true of agile as compared to waterfall? (Select two).

- A. Agile works through larger integrated teams.
- B. Agile promotes project manager ownership over deliverables.
- C. Agile reinforces the importance of comprehensive documentation.
- D. Agile has more customer involvement throughout development.
- E. Agile is more flexible to allow for changes in scope.
- F. Agile is comprised of well-defined phases.

Answer: DE

Explanation:

Agile is a project management methodology that emphasizes customer collaboration, feedback, and adaptation throughout the project life cycle. Agile teams work in short iterations, called sprints, and deliver working increments of the product or service to the customer for review and approval. Agile teams can also respond to changing requirements and priorities by adjusting the scope, schedule, or quality of the project¹². Waterfall, on the other hand, is a project management methodology that follows a linear and sequential process, where each phase of the project must be completed before moving on to the next one. Waterfall teams work with a fixed scope, schedule, and quality, and deliver the final product or service to the customer at the end of the project. Waterfall teams have less customer involvement and flexibility during the project development³⁴.

NEW QUESTION 5

Which of the following are primary features provided by a standard IaaS solution? (Select two).

- A. Encryption

- B. Storage
- C. Networking
- D. User interface
- E. Access
- F. Database

Answer: BC

Explanation:

According to What is Logging as a Service (LaaS)? - LogicMonitor, LaaS is a cloud-based log management platform that simplifies the management of infrastructure and application logs. LaaS offers a central location where you can store, analyze and visualize the content of all your logs. It works by ingesting logs from different sources, such as web servers, IoT devices, database servers and more. It then provides actionable output by organizing and restructuring the information within these logs. Therefore, storage and networking are primary features provided by a standard LaaS solution, as they enable the collection and transmission of logs from various sources to a centralized platform. Encryption, user interface, access, and database are not primary features of LaaS, as they are either optional or secondary aspects of the service.

NEW QUESTION 6

A team is analyzing the backlog in order to decide what to include in the next sprint. Which of the following aspects is the most important for the team to take into consideration?

- A. Time to be fixed
- B. Impact to project
- C. Issue category
- D. Resource availability

Answer: B

Explanation:

When analyzing the backlog to decide what to include in the next sprint, the most important aspect to consider is the impact to the project. This involves assessing which items will provide the most value and contribute significantly towards achieving the project goals. It's crucial to prioritize work that has the highest impact on the project's success.

References = The answer is based on standard agile project management practices, particularly in the context of sprint planning where prioritization is key. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources

NEW QUESTION 7

A developer focused on a single story during an entire sprint. The story was underestimated and, therefore, was not completed. Which of the following steps should the Scrum team take next?

- A. Assign more resources to complete similar stories in the future.
- B. Break the stories into workable items that can be completed within one sprint.
- C. Extend the sprint duration when required with the approval of the product owner.
- D. Release the current progress into production and carry over the rest of the code for the next sprint.

Answer: B

Explanation:

The Scrum team should break the stories into workable items that can be completed within one sprint, which is a time-boxed period of 7 to 30 days, during which the team delivers a potentially releasable product increment. Breaking the stories into smaller and more manageable items can help the team to estimate them more accurately, plan them more effectively, and deliver them more reliably. Breaking the stories also aligns with the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software.

The other options are not the best steps for the Scrum team to take next. Assigning more resources to complete similar stories in the future may not solve the problem of underestimation, and may introduce additional complexity and communication overhead. Extending the sprint duration when required with the approval of the product owner may compromise the consistency and predictability of the Scrum process, and may delay the feedback and validation from the stakeholders. Releasing the current progress into production and carrying over the rest of the code for the next sprint may result in an incomplete or unstable product increment, and may violate the definition of done, which is a shared understanding of the quality criteria that the product increment must meet. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; The 3 Scrum Roles and Responsibilities Explained³; Implementation of Scrum - 7 Steps for an Effective Process⁴

NEW QUESTION 8

A team member identifies a critical issue in production. Which of the following should the project manager apply?

- A. Compliance check
- B. Release plan
- C. Rollback plan
- D. Validation check

Answer: C

Explanation:

A rollback plan, also known as a backout plan, is a strategy designed to reverse changes made during a project in case of failure or undesired results¹. A rollback plan is a form of risk response that allows the project to restore the previous state and minimize the impact of the issue. A rollback plan is usually created during the planning phase and implemented during the execution or closing phase of the project. The other options are not correct because:

? A compliance check is a process that ensures that the project meets the relevant standards, regulations, and requirements. A compliance check is not a risk response, but rather a quality control or assurance activity.

? A release plan is a document that outlines the scope, schedule, and resources for delivering a product or service to the customer. A release plan is not a risk response, but rather a communication or scope management tool.

? A validation check is a process that verifies that the project deliverables meet the customer's needs and expectations. A validation check is not a risk response, but rather a quality control or assurance activity. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; Backout Plan - DevX

NEW QUESTION 9

During a status meeting, the development team reviews work and finds an unforeseen dependency on one of the critical project activities. As a result, the project will most likely be delayed. Which of the following actions should the project manager MOST likely perform?

- A. Work with the project scheduler to update the project timeline.
- B. Communicate to the stakeholders about the updated timeline.
- C. Ask the development team to fast-track upcoming activities.
- D. Add two resources so the critical activities will finish on time.

Answer: A

Explanation:

Work with the project scheduler to update the project timeline. The project manager should work with the project scheduler to update the project timeline after finding an unforeseen dependency on one of the critical project activities that will most likely cause a delay. The project scheduler is a person or a tool that helps plan, schedule, monitor, and control the project activities and resources. The project scheduler can help the project manager to assess the impact of the dependency on the project schedule and identify any possible ways to mitigate or resolve it. The project scheduler can also help to update the project timeline with the revised dates and durations of the project activities and communicate them to the relevant stakeholders.

NEW QUESTION 10

Before a configuration can be made to a system in development, a document containing information about how the new system will interact with other systems within the organization needs to be written. Which of the following relationships best describes this scenario?

- A. Start-to-start
- B. Start-to-finish
- C. Finish-to-finish
- D. Finish-to-start

Answer: D

Explanation:

A finish-to-start relationship is a type of logical dependency between two tasks, in which the first task must be completed before the second task can start. In this scenario, the document containing information about how the new system will interact with other systems within the organization is a prerequisite for the configuration of the system in development. Therefore, the document writing task must finish before the configuration task can start, which is a finish-to-start relationship. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management2

NEW QUESTION 10

During the stabilization phase for recently deployed software, an end user reports a bug that is compromising data integrity. Which of the following tools will the project manager MOST likely use?

- A. Issue log
- B. Defect log
- C. Change log
- D. Task board

Answer: B

Explanation:

During the stabilization phase of recently deployed software, the project manager will most likely use a defect log to track and manage reported bugs. A defect log is a document that contains information about the defects or issues identified during testing or after the deployment of software. It includes the severity of the defect, the steps to reproduce the problem, and the actions taken to resolve the defect. References: CompTIA Project+ Study Guide Section 4.1. The project manager will most likely use a defect log during the stabilization phase for recently deployed software to record a bug that is compromising data integrity. A defect log is a tool that tracks and documents any errors or flaws found in a software product or system during testing or operation. It usually includes information such as defect ID, description, severity, priority, status, resolution, and responsible person. A defect log can help to monitor and manage the quality of the software product or system and ensure that all defects are identified and resolved before delivery or release.

NEW QUESTION 14

During the testing phase of a project, the legal department rejected a deliverable due to compliance issues. The project manager reviewed the risk register and triggered the mitigation plan for this item. Which of the following documents should the project manager update next?

- A. Schedule
- B. Status report
- C. Issue log
- D. Task board

Answer: C

Explanation:

An issue log is a document that records and tracks any issues that arise during a project and how they are resolved1. It is different from a risk register, which records and tracks potential risks that may or may not occur during a project2. When a risk becomes an issue, it means that it has occurred and has a negative impact on the project. Therefore, the project manager should update the issue log next to document the compliance issue, its cause, its impact, its priority, its owner, and its resolution status3. Updating the issue log will help the project manager communicate the issue to the stakeholders, monitor the progress of the mitigation plan, and prevent similar issues from happening again4. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 11: Executing Projects Part 2, page 331; Project Risk Mitigation Guide + Starter Kit | Smartsheet, Risk Register section; How to Make a Risk Management Plan (Template Included) - ProjectManager, Risk Register section; Issue Log - Project Management Knowledge, Introduction section; Issue Log Template: Free Download | ProjectManager, Introduction and How to Use an Issue Log sections.

NEW QUESTION 18

Which of the following is a quality assurance tool?

- A. Defining project goals
- B. Identifying the root cause analysis
- C. Assessing employee efficiency
- D. Assessing skill gaps

Answer: B

Explanation:

Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks¹²

NEW QUESTION 23

Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

- A. Evaluating the project
- B. Releasing the resources
- C. Closing the contracts
- D. Reconciling the budget

Answer: A

Explanation:

Evaluating the project is an activity that should be used in the closing phase of a project to support the project triple constraint. This involves reviewing the project plan, deliverables, and outcomes to ensure they meet the project objectives and requirements. References: CompTIA Project+ Study Guide Section 4.4.4

NEW QUESTION 25

After months of recruiting, a team finally found the right candidate for a very specific coding language assignment. Due to this delay, the team has a tight timeline without any float. A day before the candidate is scheduled to join the team, the project manager realizes the candidate has a non-compete agreement from the previous employer. Which of the following should the project manager do?

- A. Withdraw the offer to the candidate and raise this as a risk.
- B. Ignore a potential lawsuit since this is a critical project.
- C. Use a third-party company for the contract to legally avoid responsibility.
- D. Have a meeting with the project sponsor to discuss the situation.

Answer: D

Explanation:

The project manager should inform the project sponsor about the issue and seek their guidance and support. The project sponsor is the person who provides the resources and authority for the project, and who can help resolve any conflicts or problems that may arise. The project manager should not withdraw the offer, ignore the lawsuit, or use a third-party company without consulting the project sponsor first, as these actions may have legal, ethical, or financial implications for the project and the organization¹².

NEW QUESTION 30

Which of the following cloud models is designed to provide compute, storage, and networking resources on demand?

- A. Software as a service
- B. Infrastructure as a service
- C. Data as a service
- D. Platform as a service

Answer: B

Explanation:

Infrastructure as a service (IaaS) is a cloud model that provides on-demand access to cloud-hosted physical and virtual servers, storage, and networking resources. IaaS customers can provision, configure, and use these resources as they would use on-premises hardware, but without the hassle of purchasing, installing, managing, and maintaining them. The cloud service provider owns, manages, and maintains the hardware and computing resources in its own data centers, and charges the customers based on their usage. IaaS is suitable for customers who need flexibility, scalability, and control over their IT infrastructure, and who want to avoid the high costs and complexity of owning and operating their own hardware. The other options are not correct because:
? Software as a service (SaaS) is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS customers do not need to install, update, or maintain the software, as the cloud service provider handles all the technical aspects. SaaS is suitable for customers who need to access common applications, such as email, office productivity, or customer relationship management, without worrying about the underlying infrastructure or platform.
? Data as a service (DaaS) is a cloud model that provides on-demand access to cloud-hosted data sources, such as databases, data warehouses, or data lakes. DaaS customers can query, analyze, and visualize the data, as well as integrate it with other applications or services, using APIs or web interfaces. DaaS is suitable for customers who need to leverage data from various sources, such as social media, IoT devices, or third-party providers, without having to store, manage, or process the data themselves.
? Platform as a service (PaaS) is a cloud model that provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS customers can use the platform's tools, frameworks, libraries, and services to create and deploy applications, without having to worry about the underlying infrastructure or software. PaaS is suitable for customers who need to develop, test, and deploy applications quickly and efficiently, and who want to take advantage of the cloud's scalability, reliability, and security features. References = IaaS vs. PaaS vs. SaaS; AWS Fundamentals: Understanding Compute, Storage, Database, Networking & Security; What are the different types of cloud computing?; What is Cloud Storage and How to Use It

NEW QUESTION 33

A project manager needs to ensure that the products produced during the project meet the highest quality standards and that team members understand the importance of these standards. Which of the following should the project manager do?

- A. Train the team members.
- B. Assess the resource pool.
- C. Develop a QA plan.
- D. Create RACI matrix.

Answer: C

Explanation:

A QA plan, or quality assurance plan, is a document that specifies the quality standards, practices, resources, specifications, and activities for a product, service, project, or contract. A QA plan helps to ensure that the products produced during the project meet the highest quality standards and that the project objectives and customer requirements are met. A QA plan also helps to communicate the quality expectations and responsibilities to the team members and other stakeholders, and to monitor and control the quality performance throughout the project. Developing a QA plan is one of the key tasks of the project manager, as it is part of the project scope management and project quality management processes¹²³. References = CompTIA Project+ Study Guide: Exam PK0- 005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Chapter 5: Project Quality Management, p. 169; 6 Key Steps to Creating A Quality Assurance Plan - The QA Lead; What is Quality Planning? Quality Control Plans | ASQ; What Is A Quality Assurance Plan? - Sofeast

NEW QUESTION 37

A project manager realizes that a project will not be completed on time due to resource constraints. Which of the following actions should the project manager take NEXT?

- A. Trigger the contingency plan and communicate with the stakeholders.
- B. Work with the functional managers to create a work-around.
- C. Submit a change request to the change control board.
- D. Transfer the risk by hiring a new vendor who was successful on a previous project.
- E. Set up an escalation meeting with the sponsor.

Answer: C

Explanation:

Submit a change request to the change control board. The project manager should submit a change request to the change control board (CCB) if they realize that the project will not be completed on time due to resource constraints. A change request is a formal proposal to modify any aspect of the project, such as scope, schedule, cost, quality, or resources. A change request must be submitted to the CCB, which is a group of stakeholders who are authorized to review and approve changes. Submitting a change request can help to document the impact of the resource constraints on the project and seek approval for any corrective actions or preventive actions¹²

NEW QUESTION 42

Which of the following should occur when implementing an IT infrastructure change that takes risks into consideration?

- A. Approving the change request
- B. Developing a rollback plan
- C. Gathering necessary resources
- D. Defining requirements

Answer: B

Explanation:

When implementing an IT infrastructure change that takes risks into consideration, the project manager should develop a rollback plan. A rollback plan is a contingency plan that outlines the steps that need to be taken in case the change does not work as expected. It includes a plan to roll back the changes and restore the system to its previous state. References: CompTIA Project+ Study Guide Section 3.3.

The project manager should develop a rollback plan when implementing an IT infrastructure change that takes risks into consideration. A rollback plan is a contingency plan that describes how to revert back to the previous state of the system in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact of the change on the system performance and availability and ensure business continuity and data integrity.

NEW QUESTION 43

When introducing a new information asset, what is the MOST important responsibility of the asset owner?

- A. Information disposal
- B. Information classification
- C. Information access administration
- D. Information backup

Answer: B

Explanation:

The most important responsibility of an asset owner when introducing a new information asset is information classification. This process involves determining the level of sensitivity and the appropriate handling of the asset. Classification helps in applying the right security controls and access permissions, ensuring that the asset is protected according to its value and sensitivity.

References = CompTIA Project+ Certification Study Guide (PK0-005)

NEW QUESTION 47

A project is moving into the user acceptance testing phase. Several resources will be needed to execute different steps in the testing plan. Which of the following would be the best tool to allow the resources to remain at their desks and only react when needed?

- A. Ticketing system
- B. Videoconference
- C. Simple messaging system
- D. Corporate social media

Answer: A

Explanation:

A ticketing system is a tool that allows the project manager to assign, track, and manage tasks for the testing phase. A ticketing system can help the resources to remain at their desks and only react when needed, because they can receive notifications, updates, and feedback on their tickets through email or other channels. A ticketing system can also help the project manager to monitor the progress, quality, and issues of the testing phase, and to generate reports and metrics. A ticketing system is different from a videoconference, which is a tool that allows the project team to communicate and collaborate in real time through audio and video. A videoconference is not suitable for allowing the resources to remain at their desks and only react when needed, because it requires their active participation and attention. A ticketing system is also different from a simple messaging system, which is a tool that allows the project team to exchange text messages and files. A simple messaging system is not effective for assigning, tracking, and managing tasks for the testing phase, because it lacks the features and functions of a ticketing system, such as prioritization, categorization, status, and history. A ticketing system is also different from a corporate social media, which is a tool that allows the project team to share information and ideas through online platforms. A corporate social media is not appropriate for allowing the resources to remain at their desks and only react when needed, because it may not be secure, reliable, or professional for the testing phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Execution1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 10: Project Execution2; The 15 best collaboration tools for productive teams3

NEW QUESTION 49

A project sponsor is struggling to provide the latest project status information on a weekly executive call. Which of the following should be reviewed?

- A. Meeting cadence
- B. Gap analysis
- C. Dashboard
- D. Adoption training

Answer: C

Explanation:

A dashboard is a visual tool that displays key project metrics and indicators in a single view12. A dashboard can help a project sponsor to provide the latest project status information on a weekly executive call by showing the project progress, budget, schedule, risks, issues, and milestones in a clear and concise way34. A dashboard can also facilitate communication, collaboration, and decision making among project stakeholders56. A dashboard should be reviewed and updated regularly to reflect the current state of the project7. References = CompTIA Project+ Certification Study Guide8, CompTIA Project+ Certification Exam Objectives9, Write a Project Status Report in 8 Steps + Template [2023] • Asana6, Project Status Reports: 9 Easy Steps & Examples [+ Template]7, How To Write a Project Status Report (Definition and Steps)8, How to Write a Project Status Report [Template Included] - Toggl9, What Is a Project Status? Definition and Key Terms - Indeed10

NEW QUESTION 50

An IT infrastructure change request needs to be implemented in the production environment. Which of the following elements are the most important prerequisites? (Select two).

- A. Rollback plans
- B. Project management plan
- C. Deployment plan
- D. Asset management plan
- E. Communication plan
- F. Resource management plan

Answer: AC

Explanation:

A rollback plan is a contingency plan that describes how to revert the system to its previous state in case the change fails or causes problems. A rollback plan is important to minimize the impact of a failed change and ensure the system's availability and functionality12. A deployment plan is a document that outlines the steps and procedures for implementing the change in the production environment. A deployment plan is important to ensure the change is executed smoothly, efficiently, and securely, and that the system meets the expected performance and quality standards34.

NEW QUESTION 51

During a staff meeting, a project manager voices a concern about the client billing rate for a particular engineer. Which of the following documents would the project manager need in order to find this information?

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

Answer: C

Explanation:

In order to find the client billing rate for a particular engineer, the project manager would need to refer to the SOW (Statement of Work). The SOW is a document that outlines the work to be performed, the timeframe for completion, and the cost of the project. It also includes information about the resources involved in the project and their billing rates. References: CompTIA Project+ Study Guide Section 2.2. The project manager would need a statement of work (SOW) to find information about the client billing rate for a particular engineer. A SOW is a document that defines the scope of work for a project or contract. It usually includes information such as deliverables, milestones, timeline, costs, payment terms, quality standards, and acceptance criteria. A SOW can help to specify what services or products will be provided by whom, when, where, how, and for how much.

NEW QUESTION 53

A contractor attended a project meeting that was exclusively for company employees. Which of the following actions should the PM take?

- A. Escalate to vendor management.
- B. Consult the request for proposal.
- C. Review the meeting cadence.
- D. Reinforce the rules of engagement.

Answer: D

Explanation:

The rules of engagement are the guidelines and expectations that define the relationship between the contractor and the company. They may include topics such as communication, confidentiality, access, security, performance, and compliance. The project manager should reinforce the rules of engagement with the contractor to ensure that they understand and respect the boundaries and protocols of the company. This will help to avoid any potential conflicts, misunderstandings, or breaches of contract. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Project Stakeholder Management, p. 239; Contractor Rules of Engagement - Cox Enterprises, p. 1; Legal Considerations for Engaging Contractors | LegalVision

NEW QUESTION 58

Which of the following would be considered operational security?

- A. Mobile device compliance
- B. Background screening
- C. Multifactor authentication
- D. Facility access

Answer: D

Explanation:

Operational security (OPSEC) is a process that prevents sensitive information from getting into the wrong hands by viewing operations from the perspective of an adversary¹. Facility access is a form of OPSEC that controls who can enter and exit a physical location where sensitive data or equipment is stored or processed. Facility access can include measures such as locks, alarms, badges, biometrics, guards, and cameras. The other options are not correct because:
? Mobile device compliance is a policy that ensures that mobile devices used by employees or contractors meet certain security standards and requirements, such as encryption, password protection, antivirus, and remote wipe. Mobile device compliance is not a form of OPSEC, but rather a form of data security or device management.
? Background screening is a process that checks the criminal, financial, and employment history of a potential employee or contractor before hiring them. Background screening is not a form of OPSEC, but rather a form of human resource management or risk mitigation.
? Multifactor authentication is a method that requires users to provide two or more pieces of evidence to verify their identity before accessing a system or service, such as a password, a code, a token, or a biometric. Multifactor authentication is not a form of OPSEC, but rather a form of access control or identity management. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; What is Operational Security? The Five-Step Process, Best Practices, and More

NEW QUESTION 63

A company is implementing a new radar system from July to September. The project manager knows these months are the peak hurricane season for this region. Which of the following should the project manager develop to mitigate the risk to the project?

- A. Data plan
- B. Contingency plan
- C. Rollback plan
- D. Recovery plan

Answer: B

Explanation:

A contingency plan is a risk mitigation strategy that involves preparing alternative courses of action in case the original plan fails or encounters unexpected problems. A contingency plan can help reduce the impact of negative risks and ensure the project continuity and success. In this case, the project manager should develop a contingency plan to mitigate the risk of hurricanes affecting the implementation of the new radar system. For example, the contingency plan could include backup resources, alternative locations, emergency procedures, and communication channels in case of a hurricane. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management

NEW QUESTION 68

A project coordinator has started a new project and is reviewing the following characteristics provided by the customer:

- Two developers
- High uncertainty about existing systems
- Risk of frequent requirement changes
- Tight deadlines

Which of the following project methodologies would be best to use in this situation?

- A. PRINCE2
- B. Scrum
- C. SAFe
- D. XP

Answer: B

Explanation:

This answer is based on the best practice of choosing a project management methodology that suits the project characteristics and environment¹². Scrum is an agile framework that is designed to handle complex and uncertain projects with frequent changes and tight deadlines³⁴. Scrum involves a small, cross-functional team that works in short iterations called sprints, delivering incremental and potentially shippable products at the end of each sprint⁵. Scrum also allows for continuous feedback and improvement through daily stand-up meetings, sprint reviews, and retrospectives⁶. Scrum is suitable for this project because it can accommodate the high uncertainty, the risk of requirement changes, and the tight deadlines, while also enabling the two developers to collaborate effectively and deliver value to the customer. References = CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, Project Management Methodologies Comparison (11 PM Methods)⁶, Project Management Methodologies: 12 Best Frameworks [2023]⁷, What is Scrum?⁵, Scrum Methodology: The Ultimate Guide⁶

NEW QUESTION 73

A project manager is assigned to a multinational project with team members from different continents. Which of the following is the MOST important aspect for the project manager to consider?

- A. Resource allocation
- B. Communication security
- C. Technological factors
- D. Cultural differences

Answer: D

Explanation:

Cultural differences are the most important aspect for the project manager to consider when assigned to a multinational project with team members from different continents. Cultural differences refer to the variations in beliefs, values, norms, behaviors, customs, and communication styles among people from different countries or regions. Cultural differences can affect how team members interact, communicate, collaborate, negotiate, make decisions, solve problems, manage conflicts, and perform tasks. The project manager should be aware of and respect the cultural differences among team members and foster a positive and inclusive team culture that leverages diversity and promotes trust and cooperation.

NEW QUESTION 75

A PM wants to provide a visual representation of how a project is organized into tasks and how the tasks relate to each other. Which of the following can the PM use?

- A. Milestone chart
- B. Gantt chart
- C. PERT chart
- D. WBS

Answer: B

Explanation:

A gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A gantt chart can help a project manager to plan, monitor, and control the project progress, scope, and quality. A gantt chart is different from a milestone chart, which only shows the key events or deliverables of a project without the details of the tasks. A gantt chart is also different from a PERT chart, which is a network diagram that shows the logical relationships and sequence of tasks in a project. A gantt chart is also different from a WBS, which is a hierarchical breakdown of the project scope into smaller and manageable components. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management²; What Is a Gantt Chart? 7 Examples for Project Management³; 3 types of visual project management: Timelines, calendars, and boards (with examples)⁴

NEW QUESTION 80

A global franchise requests that a company provide a solution to unify its operation worldwide. Additionally, the company would like the solution to provide operation reports in real time without asking the country franchise manager for these reports. Which of the following cloud models would the company suggest to the global franchise?

- A. IaaS
- B. XaaS
- C. PaaS
- D. SaaS

Answer: D

Explanation:

SaaS, or Software as a Service, is a type of cloud computing that provides ready-to-use software applications over the internet. The software is hosted and managed by the service provider, and the users do not have to install, update, or maintain it. SaaS is suitable for the global franchise because it can provide a unified solution that can be accessed from anywhere, anytime, and on any device. SaaS can also provide real-time operation reports without requiring the intervention of the country franchise managers. SaaS can offer benefits such as scalability, flexibility, cost-effectiveness, and security for the global franchise¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Types of Cloud Computing - SaaS vs PaaS vs IaaS - AWS; What are the different types of cloud computing? | Google Cloud; IaaS vs. PaaS vs. SaaS | IBM

NEW QUESTION 82

Which of the following provides the best justification for undertaking a project?

- A. Scope statement
- B. Business case
- C. Sponsor request
- D. Project charter

Answer: B

Explanation:

A business case provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. A business case is essential for demonstrating the value of the project and securing the approval and funding from the governance. A business case is different from a scope statement, which defines the project boundaries and deliverables; a sponsor request, which initiates the project idea and seeks support; and a project charter, which authorizes the project and assigns the project manager. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; What is business case? | APM

NEW QUESTION 85

A project manager does not have the power to reward team members when they accomplish something or penalize them when they fail to perform well. As a result, the project manager is having issues with team members. Which of the following describes this organizational structure?

- A. Flat

- B. Projectized
- C. Weak matrix
- D. Functional

Answer: C

Explanation:

A weak matrix organizational structure is one where the project manager has low authority and the functional manager has high authority. The project manager is considered to be a coordinator or an escalator, and the team members are primarily loyal to their functional units. This can cause issues with team motivation, communication, and performance¹

NEW QUESTION 88

After a product is released for production, a tester performs a test to ensure its basic functionality is working as expected. Which of the following is the tester performing?

- A. Smoke test
- B. Stress test
- C. Penetration test
- D. Regression test

Answer: A

NEW QUESTION 89

Which of the following BEST describes how an organization should coordinate management of multiple related projects?

- A. Apply the SDLC process.
- B. Establish a program.
- C. Consult the CCB.
- D. Use different frameworks

Answer: B

Explanation:

The BEST way to coordinate management of multiple related projects is to establish a program. A program is a group of related projects that are managed together to achieve specific strategic business objectives. References: CompTIA Project+ Study Guide Section 2.2.1

The organization should establish a program to coordinate management of multiple related projects. A program is a group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A program can help to align multiple projects with strategic goals, optimize resources and risks, and deliver value to stakeholders.

NEW QUESTION 93

An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

- A. Enterprise resource planning and end user applications
- B. Electronic document and record management systems
- C. Customer relationship management and databases
- D. Content management and financial systems

Answer: B

Explanation:

Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints. Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management systems can help to improve efficiency, productivity, collaboration, compliance, and security of document and record management processes and workflows³

NEW QUESTION 98

A company is creating a new technology. The company is concerned that the project details could be compromised if a cloud service is used, and another company could launch the technology before the current projected delivery. Which of the following can the company do to minimize this risk?

- A. Use an on-premises project management scheduling tool.
- B. Limit access to members of the project team.
- C. Mandate overtime to get the project completed sooner.
- D. Ensure all team members have signed a non-disclosure agreement.

Answer: B

Explanation:

Limiting access to members of the project team is a way to minimize the risk of compromising the project details if a cloud service is used. This means that only authorized and trusted individuals can access, view, modify, or share the project information stored in the cloud. Limiting access can prevent unauthorized access, data leakage, cyberattacks, or espionage from external parties who might want to steal or sabotage the new technology. Limiting access can also reduce the risk of human error, negligence, or misconduct from internal parties who might accidentally or intentionally expose or misuse the project information¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Cloud Security Risks and How to Mitigate Them | Cloud Academy; Cloud Security: How to Secure Your Data in the Cloud | Kaspersky; Cloud Security: Best Practices for Securing Cloud Computing | Cloud Security Alliance

NEW QUESTION 100

A piece of equipment has malfunctioned and is stalling the completion of a deliverable for a project. Which of the following should the project manager do next?

- A. Buy a replacement for the faulty equipment.
- B. Get the maintenance team to resolve the issue.
- C. Escalate the issue to the project sponsor.
- D. Rate the severity of the impact the issue has on the project.

Answer: D

Explanation:

This answer is based on the best practice of issue management in project management, which is to identify, analyze, prioritize, and resolve issues that affect the project performance, scope, schedule, quality, or budget¹². The first step in this process is to rate the severity of the impact the issue has on the project, which involves assessing the likelihood and consequences of the issue, and assigning a rating or score to the issue based on a predefined scale or criteria³⁴. By rating the severity of the impact, the project manager can determine the urgency and importance of the issue, and decide the appropriate course of action to address the issue⁵⁶. Rating the severity of the impact is better than the other options because:

? Buying a replacement for the faulty equipment may not be feasible, cost-effective, or timely, depending on the availability, price, and delivery time of the equipment. It may also require approval from the project sponsor or other stakeholders, and may affect the project budget or scope⁷.

? Getting the maintenance team to resolve the issue may not be possible, depending on the nature and extent of the malfunction, the skills and availability of the maintenance team, and the warranty or service contract of the equipment. It may also take time and resources to diagnose and fix the problem, and may cause further delays or disruptions to the project⁸.

? Escalating the issue to the project sponsor may not be necessary, depending on the severity and complexity of the issue, and the authority and responsibility of the project manager. It may also create unnecessary alarm or confusion among the project stakeholders, and may undermine the project manager's credibility or autonomy⁹.

References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Issue Management?¹, Issue Management Process², How to Assess the Severity of Project Issues³, How to Prioritize Project Issues⁴, How to Replace Faulty Equipment in Project Management⁵, How to Manage Equipment Maintenance in Project Management⁶, How to Escalate Issues in Project Management⁷

NEW QUESTION 102

A development team, which is working on a software project demonstrates software functionality 10 project stakeholder a week before the implementation date. Several stakeholders comment that the software does not meet the communicated expectations. Which of the following tools should the project manager use to validate the functionality?

- A. Project status report
- B. Requirements Traceability Matrix
- C. Defect log
- D. Signed project charter
- E. Work breakdown structure

Answer: A

NEW QUESTION 103

After determining the appropriate maintenance window, which of the following should occur NEXT in the operational infrastructure change process?

- A. Implement the change.
- B. Approve the test plan.
- C. Notify customers.
- D. Develop a rollback plan.

Answer: D

Explanation:

The project manager should develop a rollback plan next after determining the appropriate maintenance window in the operational infrastructure change process. A rollback plan is a contingency plan that describes how to revert to the previous state of the system or infrastructure in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact and risk of the change and ensure business continuity and stability.

NEW QUESTION 108

A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

- A. Validate against the scope statement and ask for sign-off.
- B. Run a control chart to ensure the quality of the deliverables.
- C. Review the risk register and close up residual risks.
- D. Start the training and handoff for the operations team.

Answer: A

Explanation:

The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver. Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

NEW QUESTION 110

While working with a contractor, the project manager identified a communication conflict. The contractor did not agree that there was an issue. Which of the following should the project manager and contractor review?

- A. Scope of work
- B. Request for proposal
- C. Vendor rules of engagement

D. Project schedule

Answer: C

Explanation:

The project manager and contractor should review the vendor rules of engagement, which are the guidelines and expectations for the communication and interaction between the project team and the contractor. The vendor rules of engagement can help to prevent or resolve communication conflicts by clarifying the roles and responsibilities, the frequency and mode of communication, the escalation process, the feedback mechanism, and the performance evaluation criteria of the contractor. The vendor rules of engagement are usually part of the contract or the procurement management plan.

The vendor rules of engagement are different from the scope of work, which is the document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the contractor. The vendor rules of engagement are also different from the request for proposal, which is the document that solicits proposals from potential contractors by specifying the project requirements, evaluation criteria, and contract terms. The vendor rules of engagement are also different from the project schedule, which is the tool that displays the planned start and finish dates, durations, dependencies, and resources of the project activities and tasks. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management²; Vendor Rules of Engagement³

NEW QUESTION 111

Which of the following communication tools would a project manager use to broadcast information without being assured the information will be received?

- A. Telephone
- B. Videoconference
- C. Face-to-face
- D. Email

Answer: D

Explanation:

Email is a communication tool that allows the project manager to send information to one or more recipients without requiring immediate feedback or confirmation of receipt. Email can be used to broadcast information that is not urgent or critical, such as status updates, meeting minutes, or general announcements¹, p. 75

NEW QUESTION 115

A new project team started work three months ago. The team members are increasing their work productivity and are comfortable asking for help with tasks. Which of the following describes the current stage of the project team?

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

Answer: D

Explanation:

The current stage of the project team is norming, which is the third stage of the five stages of team development. In this stage, the team members have resolved their conflicts and differences, and have established a sense of cohesion and collaboration.

They are more productive, supportive, and cooperative, and they follow the agreed norms and rules of the team. They also communicate effectively and seek feedback and assistance from each other. The norming stage is preceded by the forming stage, where the team members get to know each other and the project goals, and the storming stage, where the team members experience disagreements and challenges. The norming stage is followed by the performing stage, where the team members work efficiently and autonomously towards the project outcomes, and the adjourning stage, where the team members complete the project and celebrate their achievements. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 11: Team Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 11: Team Management²; The 5 Stages of Team Development (Including Examples)³

NEW QUESTION 119

Which of the following can be used to determine whether a sample product is within an acceptable range?

- A. Scatter diagram
- B. Velocity chart
- C. Control chart
- D. Fishbone diagram

Answer: C

Explanation:

A control chart is a graphical tool that displays the variation of a process over time and compares it to predetermined control limits. It can be used to determine whether a sample product is within an acceptable range by checking if the sample values fall within the upper and lower control limits, which indicate the expected variation of the process. If the sample values are outside the control limits or show a non-random pattern, it indicates that the process is out of control and there may be some assignable causes of variation that need to be investigated and corrected. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Quality Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 8: Quality Management²

NEW QUESTION 120

Which of the following criteria would favor using the agile methodology to manage an upcoming project?

- A. Strong projectized organization
- B. Medium risk
- C. Lack of resources
- D. Multiple undefined tasks

Answer: D

Explanation:

Multiple undefined tasks would favor using the agile methodology to manage an upcoming project. Agile methodology is a project management framework that breaks projects down into several dynamic phases, commonly known as sprints. Agile methodology is an iterative and adaptive approach that allows teams to respond to changing requirements and customer feedback quickly and effectively. Agile methodology is suitable for projects that have multiple undefined tasks, as it enables teams to prioritize and deliver the most valuable features first, and refine and improve them over time based on user input and testing.

NEW QUESTION 122

A project team gathers weekly to review its progress. Which of the following is the project manager MOST likely to have prepared to ensure team members who are absent remain informed about assignments?

- A. Status report
- B. Project plan
- C. Change log
- D. Meeting minutes

Answer: D

Explanation:

Meeting minutes should be prepared to ensure team members who are absent remain informed about assignments. Meeting minutes document what was discussed, decisions made, and assignments given during a meeting, providing a record of the team's progress and ensuring absent members are up-to-date. References: CompTIA Project+ Study Guide Section 4.2.2

The project manager should prepare meeting minutes to ensure team members who are absent remain informed about assignments. Meeting minutes are a written record of what was discussed and decided in a meeting. They usually include information such as attendees, agenda items, action items, decisions made, issues raised, and deadlines assigned. Meeting minutes can help to communicate important information to team members who could not attend the meeting and provide a reference for future follow-up.

NEW QUESTION 124

Which of the following best represents the project impact to a company's brand value?

- A. The project is compliant with local and state laws and becomes the standard for new projects.
- B. The project promotes new initiatives to expand its benefit to other communities.
- C. The project exceeds the sales quota for the third quarter and raises the bar for next periods. The project meets the expected milestones and finishes on time and within budget.

Answer: B

Explanation:

the brand of a project should deliver the message about its value and goals, and a proper brand helps the project get the necessary support and increases loyalty. The project that promotes new initiatives to expand its benefit to other communities is the one that best represents the project impact to a company's brand value, as it shows the company's vision, cause, and reputation.

NEW QUESTION 125

Which of the following tools should a project manager use to assess the activities performed, work effort applied, and the productivity of a project?

- A. Project status report
- B. Project evaluation review
- C. Project management software
- D. Requirements traceability matrix

Answer: B

Explanation:

A project evaluation review is a tool that helps a project manager assess the activities performed, work effort applied, and the productivity of a project. It involves collecting and analyzing data on the project's performance, outcomes, and impacts. It also provides feedback and recommendations for improvement and learning. A project evaluation review can be done at different stages of the project life cycle, such as during or after completion. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Project Evaluation and Assessment; CompTIA Project+ Certification Exam Objectives, Domain 4: Project Closure, Objective 4.1: Conduct project closure activities.

NEW QUESTION 128

As a part of a project, structured cabling activities have been outsourced to another company. The agreement is that work will take six weeks to complete and will be performed at different locations. Which of the following should the project manager do? (Select two).

- A. Purchase the materials.
- B. Assign the resources.
- C. Accept delays in the work.
- D. Approve the deliverables.
- E. Monitor the performance.
- F. Negotiate with the vendors.

Answer: DE

Explanation:

The project manager should approve the deliverables and monitor the performance of the outsourced structured cabling activities. These are the responsibilities of the project manager when dealing with external vendors or contractors, as they ensure that the quality standards, scope, schedule, and budget are met according to the contract terms and the project plan. The project manager should also communicate regularly with the vendor and provide feedback and guidance as needed. The other options are not correct because:

? Purchasing the materials is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only verify that the materials are suitable and available for the project.

? Assigning the resources is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only ensure that the vendor has the adequate and qualified resources to complete the work.

? Accepting delays in the work is not a good practice for the project manager, as it can negatively affect the project schedule, scope, and quality. The project manager should proactively identify and manage the risks and issues that may cause delays, and implement contingency plans or corrective actions if necessary.

? Negotiating with the vendors is not a task that the project manager should do during the execution of the structured cabling activities, as it should have been done during the planning and procurement phases of the project. The project manager should only adhere to the contract terms and conditions that have been agreed upon with the vendor, and only renegotiate if there are significant changes or disputes that require it. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project; Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies.

NEW QUESTION 129

Which of the following activities are performed during the closing phase? (Select three).

- A. Requesting project charter sign-off
- B. Recognizing project team efforts and rewarding team members
- C. Working with the financial team to obtain return of investment
- D. Revoking resource credentials from the system
- E. Updating the risk register with new findings
- F. Informing the functional manager about the release of resources
- G. Monitoring project team performance

Answer: BDF

Explanation:

The closing phase of a project involves finalizing all project activities, delivering the project deliverables, releasing the project resources, and closing out the project accounts. Some of the activities that are performed during this phase are:

- Recognizing project team efforts and rewarding team members. This is an important activity to acknowledge the contributions of the project team, celebrate the project success, and motivate the team members for future projects. Recognition and rewards can be given in various forms, such as certificates, bonuses, gifts, or feedback.
 - Revoking resource credentials from the system. This is a security measure to ensure that the project resources, such as staff, contractors, vendors, or consultants, do not have access to the project systems, data, or assets after the project is completed. Revoking credentials can prevent unauthorized access, data breaches, or misuse of project resources.
 - Informing the functional manager about the release of resources. This is a communication activity to notify the functional manager, who is responsible for the allocation and management of resources, that the project resources are no longer needed and can be reassigned to other projects or tasks. Informing the functional manager can help to optimize the resource utilization, avoid resource conflicts, and plan for future resource needs.
- References = CompTIA Project+ PK0-005 Certification

NEW QUESTION 133

A project manager has decided to wait until all requirements are developed to initiate testing. Which of the following relationship dependencies is the project manager using?

- A. Start-to-finish
- B. Finish-to-finish
- C. Finish-to-start
- D. Start-to-start

Answer: C

Explanation:

A finish-to-start dependency is a type of relationship dependency in project management, where the start of one task depends on the finish of another task. In this case, the project manager is using a finish-to-start dependency, because testing cannot start until requirements development is finished. This implies that testing is a successor task, and requirements development is a predecessor task. A finish-to-start dependency is the most common type of dependency in project management, and it ensures that tasks are performed in a logical sequence. References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, Understanding Dependencies in Project Management [2023] • Asana, Dependencies in Project Management | Smartsheet, Understanding Task Dependencies in Project Management, What are Dependencies in Project Management? - KnowledgeHut

NEW QUESTION 135

Which of the following is a consideration when determining a project's ESG factors?

- A. Project management methodology
- B. IT infrastructure security
- C. Proper accounting practices
- D. Corporate values compliance

Answer: D

Explanation:

Corporate values compliance is a consideration when determining a project's ESG factors, because it reflects how a project aligns with the ethical standards and social responsibility of the organization. Corporate values compliance can help to enhance the reputation, trust, and loyalty of the organization among its stakeholders, as well as to avoid legal or regulatory issues that may arise from violating the values. Corporate values compliance can also influence the project scope, objectives, deliverables, and stakeholders, as well as the project management methodology, processes, and practices. The other options are not directly related to ESG factors. Project management methodology is the approach or framework that guides how a project is planned, executed, monitored, and controlled. IT infrastructure security is the protection of the hardware, software, network, and data components of a project from unauthorized access, use, modification, or destruction. Proper accounting practices are the rules and standards that govern how financial transactions and statements are recorded, reported, and audited for a project. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management; What Is Environmental, Social, and Governance (ESG) Investing

NEW QUESTION 139

A project manager makes a company-wide announcement about the successful completion of a project and thanks team members. Which of the following is the project manager doing?

- A. Bringing attention to the project sponsor
- B. Sharing lessons learned
- C. Collecting feedback
- D. Celebrating the team's hard work

Answer: D

Explanation:

A project manager who makes a company-wide announcement about the successful completion of a project and thanks team members is doing the following: Celebrating the team's hard work: This is the correct answer, as the project manager is acknowledging the efforts and contributions of the team members and showing appreciation and recognition for their performance¹².

Bringing attention to the project sponsor: This is not the correct answer, as the project manager is not highlighting the role or involvement of the project sponsor, who is the person who provides the resources and authority for the project.

Sharing lessons learned: This is not the correct answer, as the project manager is not discussing the successes, challenges, or best practices of the project, which are part of the lessons learned process.

Collecting feedback: This is not the correct answer, as the project manager is not soliciting any input or opinions from the team members or other stakeholders, which are part of the feedback process.

NEW QUESTION 141

A project manager reports that the implementation of a new system is on track to be completed under budget and ahead of the schedule. A stakeholder then asks the manager to add mobile device functionality. Which of the following should the project manager do in response to the request?

- A. Decline because it is not included in the project scope.
- B. Assess the impact of the request and create a change request
- C. Create new functional and non-functional requirements for mobile devices.
- D. Revise the baseline of the project plan by adding the new requirements.

Answer: B

Explanation:

Assess the impact of the request and create a change request. The project manager should assess the impact of the request and create a change request in response to the stakeholder asking to add mobile device functionality to a project that is on track to be completed under budget and ahead of schedule. A change request is a document that formally proposes and records a modification or addition to some aspect of a project, such as scope, schedule, cost, quality, or resources. A change request can help to communicate and justify the need and rationale for the change and its implications on the project objectives and deliverables. A change request also helps to initiate the change control process, which involves reviewing, approving, implementing, and monitoring the change¹².

NEW QUESTION 145

A project manager and team are currently in the planning phase of a project. Which of the following should the team do during this phase?

- A. Identify and assess stakeholders.
- B. Hold daily status meetings.
- C. Remove access and plan the project sign-off.
- D. Review assumptions and constraints for input to the risk register.

Answer: D

Explanation:

The project manager and team should review assumptions and constraints for input to the risk register during the planning phase of a project. Assumptions are statements that are considered to be true for the purpose of planning, but may or may not be valid in reality. Constraints are factors that limit the project scope, time, cost, quality, or resources. Both assumptions and constraints can introduce risks to the project, which are uncertain events or conditions that can have a positive or negative impact on the project objectives. The risk register is a document that records the identified risks, their causes, impacts, probabilities, responses, owners, and status. Reviewing assumptions and constraints can help the project manager and team identify, analyze, prioritize, and plan for the potential risks that may affect the project¹².

The other options are not the correct activities that the team should do during the planning phase of a project. Identifying and assessing stakeholders (option A) is an activity that is done during the initiating phase of a project, not the planning phase. Stakeholders are individuals or groups that have an interest or influence in the project, and their identification and assessment is important to define the project scope, objectives, and success criteria, and to establish a communication plan¹². Holding daily status meetings (option B) is an activity that is done during the executing and monitoring and controlling phases of a project, not the planning phase. Daily status meetings are short and frequent meetings where the project team members report on their progress, issues, and plans for the next day. Daily status meetings can help the project manager track the project performance, resolve problems, and communicate updates¹². Removing access and planning the project sign-off (option C) is an activity that is done during the closing phase of a project, not the planning phase. Removing access is a security measure to ensure that the project resources do not have access to the project systems, data, or assets after the project is completed. Planning the project sign-off is a process to obtain the formal acceptance and approval of the project deliverables from the stakeholders and customers¹².

NEW QUESTION 146

During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase. Which of the following actions should the Program manager take?

- A. Escalate the issue with the project sponsor and ask for assistance in managing the situation.
- B. Work with the vendor to achieve a compromise that benefits everyone.
- C. Approve the invoice to avoid damaging the relationship with the vendor.
- D. Schedule a call with the vendor PM and vendor executive to review the statement of work.

Answer: D

Explanation:

The program manager should schedule a call with the vendor PM and vendor executive to review the statement of work (SOW), which is a document that defines

the scope, deliverables, timeline, quality, and payment terms of the project. The program manager should clarify the expectations and criteria for user acceptance testing (UAT), which is a process of verifying that the system meets the user's requirements and expectations. The program manager should also discuss the reasons for the UAT failure and the corrective actions needed to resolve the issues. The program manager should not approve the invoice until the UAT is successfully completed, as this would compromise the quality and value of the project. The program manager should also not escalate the issue or work on a compromise without first reviewing the SOW and communicating with the vendor¹².

NEW QUESTION 149

Given the following information:

Task	Sequence	Duration
A	B,C	10
B	D,E	15
C	F	10
D	G	20
E	G	10
F	H,I	15
G	J	5
H	J	10
I	J	20
J	END	5

Which of the following represents the critical path of the project?

- A. A-C-F-I-J
- B. A-C-F-H-J
- C. A-B-D-G-J
- D. A-B-E-G-J

Answer: C

Explanation:

The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is $S = LF - EF$ or $S = LS - ES$. A task with zero slack is on the critical path. The calculations are as follows:

Task | Duration | ES | EF | LS | LF | S
 A | 10 | 0 | 10 | 0 | 10 | 0
 B | 15 | 10 | 25 | 10 | 25 | 0
 C | 10 | 10 | 20 | 15 | 25 | 5
 D | 20 | 25 | 45 | 25 | 45 | 0
 E | 10 | 25 | 35 | 35 | 45 | 10
 F | 15 | 20 | 35 | 30 | 45 | 10
 G | 5 | 45 | 50 | 45 | 50 | 0
 H | 10 | 35 | 45 | 40 | 50 | 5
 I | 20 | 35 | 55 | 30 | 50 | -5
 J | 5 | 50 | 55 | 50 | 55 | 0

Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack (such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

NEW QUESTION 152

Which of the following is the main reason for documenting artifacts?

- A. To provide a record of the project's progress and achievements for future reference
- B. To show stakeholders that the project is on track and progressing as planned
- C. To help team members be aware of roles and responsibilities
- D. To ensure that the project team understands the importance of the project to the organization

Answer: A

Explanation:

Documenting artifacts is the main reason for creating and maintaining project documents that relate to the management of the project, not the project deliverables. Artifacts are used to define, support, and align the project work to the project requirements and business goals. They also serve as a source of information and evidence for future projects, audits, reviews, and lessons learned¹. Documenting artifacts helps to capture the project's history, performance, outcomes, and best practices, which can be useful for organizational learning and improvement².
 References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, page 403; Project Artifacts and How to Use Them - Rebel's Guide to Project Management, Introduction and What are project artifacts in project management? sections; Project Management Artifacts: Definition, Types, and Phases, Introduction and What are project artifacts in project management? sections.

NEW QUESTION 154

A company that is implementing an updated version of its main product hired a new project manager to lead the project. Prior to the start of the project, the sponsor asked the project manager to prepare a report on the defects found in the previous project to avoid a decrease in production. The report shows that the two main defects are related to cosmetic and physical damage to the product. Which of the following charts would BEST prioritize which defects to address?

- A. Pareto
- B. Run
- C. Control
- D. Histogram

Answer: A

Explanation:

The project manager should use a Pareto chart to prioritize which defects to address for the product. A Pareto chart is a type of bar chart that shows the frequency or impact of different causes of problems or defects. It also shows a cumulative line that represents the percentage of the total frequency or impact. A Pareto chart can help to prioritize the causes that have the most significant effect on the quality of the product and apply the 80/20 rule, which states that 80% of the problems are caused by 20% of the causes.

NEW QUESTION 159

During a stand-up meeting, a team member asks to include a change that an important stakeholder requested in the project board. This request is denied, and the team member has to go back to what was originally planned for the sprint. Which of the following individuals should the stakeholder have asked to request the change instead of the team member?

- A. Architect
- B. Project sponsor
- C. Scrum master
- D. Product owner

Answer: D

Explanation:

The product owner is the person who is responsible for managing the product backlog, which includes adding, removing, or changing items based on stakeholder feedback and business value. The product owner is also the one who can collaborate with the development team and the scrum master to decide if a change can be accommodated in the current sprint or deferred to a future sprint. Therefore, the stakeholder should have asked the product owner to request the change instead of the team member, who is not authorized to make changes to the sprint backlog¹².

NEW QUESTION 162

A stakeholder raises a concern with a project manager because of the number of emails that have been received before a coding release. Which of the following actions should the project manager take next?

- A. Inform the CCB to stop communication.
- B. Establish a RACI matrix.
- C. Escalate the communication issues.
- D. Revise the communication plan.

Answer: D

Explanation:

When stakeholders express concerns about the volume of communication, it's important to review and adjust the communication plan to ensure it meets the project's needs and stakeholders' preferences. A RACI matrix is useful for defining roles and responsibilities but does not address communication frequency or methods directly. Escalating the issue may not be necessary if it can be resolved by revising the plan. Informing the CCB (Change Control Board) to stop communication is not advisable as the CCB's role is to oversee changes, not to manage day-to-day communications. References = The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns¹.

NEW QUESTION 163

Which of the following software programs would be best to use to store information related to business transactions?

- A. Record management system
- B. Customer relationship management
- C. Enterprise resource planning
- D. Content management system

Answer: C

Explanation:

Enterprise resource planning (ERP) software is a type of software that integrates various business functions and processes, such as accounting, finance, inventory, sales, purchasing, human resources, and more. ERP software helps businesses store, organize, and manage information related to business transactions, such as invoices, payments, orders, receipts, and reports. ERP software also provides real-time data analysis, reporting, and forecasting capabilities¹².

NEW QUESTION 166

Which of the following software programs would be BEST to use to store information related to business transactions?

- A. Record management system
- B. Customer relationship management
- C. Enterprise resource planning
- D. Content management system

Answer: B

Explanation:

Customer relationship management (CRM) software would be the best to use to store information related to business transactions. CRM software is a type of software that helps businesses manage their interactions and relationships with current and potential customers. CRM software can store and organize information such as customer contact details, purchase history, preferences, feedback, complaints, etc. CRM software can help businesses improve customer service, satisfaction, loyalty, retention, and revenue ¹

NEW QUESTION 171

A meeting agenda included the following items:

- . Review the goals of the project.
- . Review the progress of the project.
- . Discuss if the project is ready to move forward.

Which of the following best describes this type of meeting?

- A. Stand-up
- B. Monthly status
- C. Gap analysis
- D. Gate review

Answer: D

Explanation:

A gate review is a type of meeting that evaluates the completion and quality of a project stage and decides whether the project can proceed to the next stage. A gate review is a formal governance step that involves reviewing the goals, progress, risks, deliverables, and benefits of the project, and discussing if the project is still aligned with the business strategy and stakeholder expectations. A gate review can have different outcomes, such as go, kill, hold, recycle, or conditional go, depending on the assessment of the project status and viability¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Project Change Management, p. 323; Everything Project Managers Need To Know About Gate Reviews | monday.com Blog; Gate reviews: What to do and why you need them - Rebel's Guide to Project Management; Gates and How to Operate Them - GenSight

NEW QUESTION 174

A project manager is receiving reports of the actual project expenditures and, based on this information, is making adjustments to the budget. In which of the following phases does this occur?

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

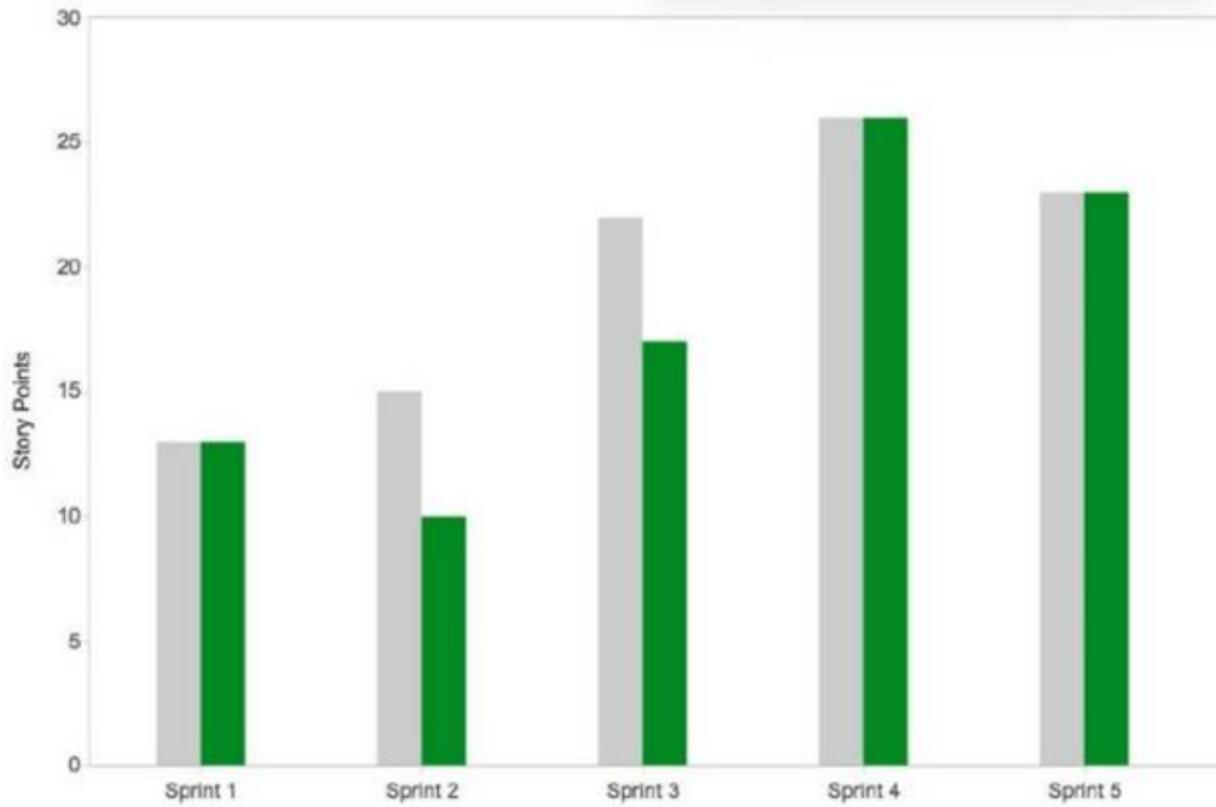
Answer: D

Explanation:

The execution phase is when the project manager and the team execute the project plan, deliver the project outputs, and monitor and control the project performance. This includes tracking and managing the project budget, scope, schedule, quality, and risks. Making adjustments to the budget based on the actual project expenditures is part of the monitoring and controlling process in the execution phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, p. 263.

NEW QUESTION 177

A project manager is monitoring team performance by comparing committed versus completed work. The project manager creates the following:



Sprint	Commitment	Completed
Sprint 1	13	13
Sprint 2	15	10
Sprint 3	22	17
Sprint 4	26	26
Sprint 5	23	23

Legend: Commitment (Grey), Completed (Green)

Which of the following most likely represents the number of items in the backlog?

- A. 23

- B. 5
- C. 10
- D. 15

Answer: A

Explanation:

The number of items in the backlog can be determined by looking at the "Commitment" column for each sprint in the provided chart. For Sprint 5, there is a commitment of completing 23 items, which is the highest among all sprints. This indicates that there are at least 23 items in the backlog to be worked on. This is consistent with the concept of agile project management, which allows for changes and additions to the project scope based on customer feedback and changing requirements. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Agile Project Management, page 321. CompTIA Project+ Cert Guide: Exam PK0-004, Chapter 9: Agile Project Management, page 287

NEW QUESTION 180

A team is working on a project that has different stages, such as initiation, planning, execution, and closure. Which of the following is this an example of?

- A. Agile
- B. Waterfall
- C. Standard
- D. Hybrid

Answer: B

Explanation:

The waterfall methodology is a project management framework that follows a linear and sequential process, where each stage of the project must be completed before moving on to the next one. The stages of the waterfall model are initiation, planning, execution, and closure, as described in the question.

NEW QUESTION 182

Which of the following PRINCE2 processes includes creating the project plan?

- A. Starting up a project
- B. Initiating a project
- C. Managing product delivery
- D. Directing a project

Answer: B

Explanation:

According to PRINCE2, a project management methodology, the process of initiating a project includes creating the project plan, which is a high-level plan that covers the whole project scope, schedule, budget, quality, and risks. The project plan is based on the project brief, the business case, and the product descriptions. The project plan is used to obtain the authorization from the project board to initiate and execute the project. The project plan is also refined and updated throughout the project life cycle as more information becomes available.

The other processes are not directly involved in creating the project plan. Starting up a project is a pre-project process that ensures the project is viable and worthwhile, and produces the project brief and the initiation stage plan. Managing product delivery is a process that coordinates the delivery of products from the team managers to the project manager, and ensures that the work conforms to the quality criteria and the project plan. Directing a project is a process that enables the project board to oversee and control the project, and make key decisions and approvals. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; PRINCE2 Processes - 7 Processes Of PRINCE2 Explained³; Initiating a Project Process – This process is the procedure which defines the product quality, Project Product, project timeline, costs, the commitment of resources, risk analysis, and assembles the Project Initiation Documentation (PID)⁴

NEW QUESTION 184

Which of the following is the best example of a breach of physical security?

- A. System user IDs being used by multiple individuals
- B. Printers that do not request user authentication
- C. Developers having full access to both development and production environments
- D. Project documentation that is only kept on a removable device

Answer: D

Explanation:

A breach of physical security is an unauthorized access or damage to physical assets, such as equipment, data, or personnel. Project documentation that is only kept on a removable device is the best example of a breach of physical security, because it exposes sensitive information to theft, loss, or corruption. If the removable device is not encrypted or protected, anyone who obtains it can access the project documentation and compromise the project integrity, confidentiality, or availability. Therefore, project documentation should be stored in a secure location, backed up regularly, and protected by access controls and encryption. The other options are not examples of physical security breaches, but rather logical or administrative security breaches. System user IDs being used by multiple individuals is a violation of the principle of least privilege and accountability, which could lead to unauthorized access or misuse of system resources. Printers that do not request user authentication is a lack of proper access control, which could allow unauthorized printing or retrieval of confidential documents. Developers having full access to both development and production environments is a violation of the principle of separation of duties and environments, which could introduce errors, conflicts, or malicious code into the production system. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management²; Types of Security Breaches: Physical and Digital³

NEW QUESTION 185

A project manager has been scheduling and facilitating project meetings, scribing the minutes, distributing the minutes, and sending agendas prior to upcoming meetings. However, the project manager is frustrated because action items are not being completed. Which of the following should the project manager do to alleviate these concerns?

- A. Use a software tool during the meeting that can create a transcript of what is discussed.
- B. Have a standing agenda that is vague enough so that it can be used again.

- C. Delegate the roles and responsibilities to improve meeting management.
- D. Reprimand project team members for not completing assigned action items.

Answer: C

Explanation:

According to 6 Techniques for Running Project Management Meetings, one of the best practices for effective project meetings is to assign meeting roles to stay focused. By delegating the roles and responsibilities of facilitator, timekeeper, scribe, and presenter, the project manager can ensure that the meeting agenda is followed, the action items are recorded, and the outcomes are communicated. This can also increase the engagement and accountability of the project team members, and reduce the frustration of the project manager.

NEW QUESTION 186

While working in a collaborative, online brainstorming session, team members send private messages to the facilitator about challenges understanding others when they are speaking due to accents and background noises. Which of the following should the facilitator do to overcome the challenges?

- A. Instruct the team members to set their speakers to maximum volume and mute their microphones.
- B. Require everyone to turn on their cameras and use the same background filter.
- C. Encourage the use of the chat and use plain language when speaking.
- D. Allow one person to speak at a time after receiving acknowledgment from the facilitator.

Answer: C

Explanation:

Using the chat and plain language can help overcome the communication barriers caused by accents and background noises. Chat allows team members to write down their ideas and questions, which can be easier to understand than spoken words. Plain language reduces the ambiguity and complexity of the messages, making them more clear and concise. These techniques can also enhance the participation and engagement of the team members, as they can express their thoughts and opinions more comfortably and confidently. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Communication and Change Management, p. 97-98.

NEW QUESTION 188

While managing a project, a PM is assigned to work on a second project. The second project becomes more complex and monopolizes the PM's time. The PM learns that a similarly time-consuming project was executed previously in the organization. Which of the following actions should the PM take?

- A. Perform a root cause analysis.
- B. Organize a stakeholder meeting
- C. Escalate the issue to the CCB
- D. Contact the PMO for assistance.

Answer: D

Explanation:

The project manager should contact the project management office (PMO) for assistance after learning that a similarly time-consuming project was executed previously in the organization. A PMO is a department or group within an organization that provides centralized guidance, governance, standards, best practices, resources, and oversight for project management activities. A PMO can help the project manager by providing access to historical data, lessons learned, templates, tools, methodologies, and expertise from previous projects that can be useful for planning and executing the current project.

NEW QUESTION 190

During a quality analysis review, the causes of several issues have been highlighted. Which of the following should the project manager use to identify the MOST important causes?

- A. Ishikawa diagram
- B. Scatter diagram
- C. Pareto chart
- D. Decision tree

Answer: C

Explanation:

The Pareto chart should be used to identify the most important causes of issues during a quality analysis review. The Pareto chart is a graphical representation of the frequency and impact of different causes, helping to identify the most common and impactful causes. References: CompTIA Project+ Study Guide Section 3.3.3

NEW QUESTION 194

Halfway through a project, the sponsor states that the project is taking too long to complete. Which of the following should the project manager consult?

- A. Gantt chart
- B. Maintenance window schedule
- C. Functional requirements
- D. Test results

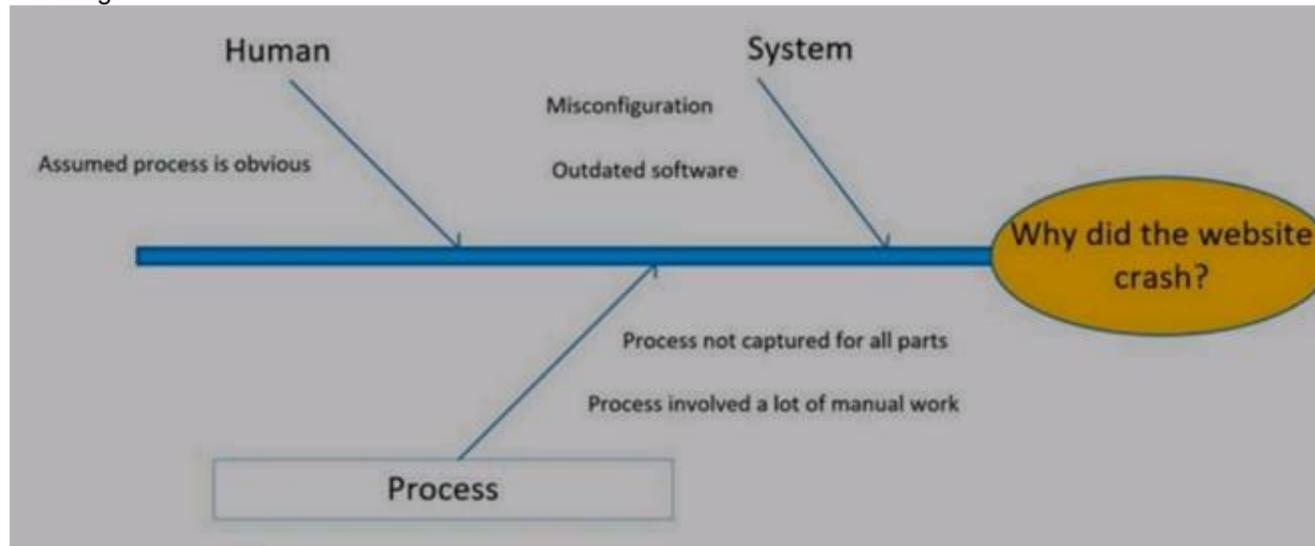
Answer: A

Explanation:

The project manager should consult a Gantt chart after the sponsor states that the project is taking too long to complete. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. A Gantt chart can help to monitor and control the project timeline and identify any delays, variances, or issues that may affect the project completion.

NEW QUESTION 195

During a brainstorming session, a project team is elaborating on what caused the unexpected crash of the website that the team was developing. Given the following:



Which of the following was the initial cause of the issue?

- A. Inadequate memory
- B. Incorrect configuration
- C. Lack of infrastructure
- D. Inadequate instructions

Answer: B

Explanation:

Incorrect configuration was the initial cause of the issue that caused the unexpected crash of the website that the team was developing. The diagram given is an example of a fishbone diagram or a cause-and-effect diagram that shows the possible causes of a problem or effect. The diagram has four main categories: people, process, technology, and environment. Each category has subcategories that list specific factors that may contribute to the problem or effect. The diagram shows that incorrect configuration under technology was marked as an initial cause of website crash.

NEW QUESTION 199

A project is running over budget, and due to new legislation in the country, the company needs to release all its contractors on the project or hire them as full-time employees. Which of the following should the PM do next to comply with the new legislation?

- A. Use only full-time employees even if the project is delayed.
- B. Hire all team members to avoid any delay in the project.
- C. Close the contract and pay the contractors cash for the remainder of the project.
- D. Look for an overseas vendor to finalize the project work.

Answer: A

Explanation:

In response to new legislation requiring the release of contractors or their conversion to full-time employees, the project manager should prioritize compliance with the law. This may involve using only full-time employees, even if it results in project delays. The focus should be on legal compliance and the ethical treatment of workers, rather than solely on project timelines.

References = The answer is based on standard project management practices and the typical response to changes in legislation affecting project staffing. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 200

A PM is responsible for implementing a new customer relationship management system and has learned that the sales organization is reluctant to utilize the new system. The organization's reluctance could jeopardize the success of the project. Which of the following steps should be taken to understand the adoption issues and gain organizational acceptance of the initiative? (Select TWO).

- A. Train users on the proper use of the system.
- B. Escalate the issue to the CCB
- C. Hold sessions to understand user challenges.
- D. Track system usage and report user activity.
- E. Log the issue in the project risk register.
- F. Create a memorandum of acceptable use.

Answer: CD

Explanation:

The project manager should hold sessions to understand user challenges and track system usage and report user activity. These steps will help the project manager to identify the root causes of the adoption issues and monitor the progress of the system utilization. They will also help to communicate with the sales organization and provide feedback and support.

NEW QUESTION 202

Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

- A. Kanban board
- B. Pareto chart
- C. Ishikawa diagram
- D. Decision tree

Answer: C

Explanation:

An Ishikawa diagram is a tool that the project team should use to find the cause of the defects associated with project deliverables. An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a graphical tool that shows the possible causes of a problem or effect using a fishbone-like structure. An Ishikawa diagram can help to identify and analyze the root causes of defects or issues and find solutions to prevent or eliminate them.

NEW QUESTION 204

A PM is working with stakeholders in the discovery phase and comparing the cost of the project to the cost savings the project will produce when it is complete. The output of this exercise will produce the:

- A. ROI.
- B. SOW.
- C. RFI.
- D. RPR

Answer: A

Explanation:

The output of this exercise where the project manager is comparing the cost of the project to the cost savings the project will produce when it is complete will produce the return on investment (ROI). ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits or returns to its costs. ROI can help to evaluate the value or worth of a project and support decision making and prioritization. ROI is calculated by dividing the net benefits (benefits minus costs) by the total costs and multiplying by 100 to get a percentage.

NEW QUESTION 209

During the project initiation phase, a project team has been identified. Which of the following is the NEXT step for the project manager?

- A. Determine budget constraints.
- B. Validate the business case.
- C. Update the project charter.
- D. Create a project schedule

Answer: C

Explanation:

Update the project charter. Updating the project charter would be the next step for the project manager after identifying the project team during the project initiation phase. A project charter is a document that formally authorizes a project and defines its purpose, scope, objectives, deliverables, milestones, roles and responsibilities, assumptions, constraints, risks, budget, and timeline. A project charter can help to align the expectations and interests of all stakeholders involved in a project and provide direction and guidance for planning and executing the project.

NEW QUESTION 212

The project team determines that software installation can only begin after the desktops have been installed and can be powered on. Which of the following dependencies does this represent?

- A. External
- B. Internal
- C. Mandatory
- D. Discretionary

Answer: C

Explanation:

The dependency between software installation and desktop installation is a mandatory dependency. A mandatory dependency is a type of dependency that is inherent in the nature or logic of the work and cannot be avoided or changed. It is also known as a hard dependency or a hard logic dependency. A mandatory dependency means that one task must be completed before another task can start or finish. For example, software installation can only start after desktop installation is finished.

The dependency between desktop installation and software installation represents a mandatory dependency. A mandatory dependency is a type of task dependency that is inherent in the nature of the work being performed. In this case, software installation cannot begin until desktops are installed and powered on, and therefore, the dependency is mandatory. References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1: Identify the project management processes and the interactions between them.

NEW QUESTION 217

During a kickoff call, a project was rejected by the legal department due to the risk of violating new legislation. Which of the following was applied?

- A. Awareness of the local environment
- B. Awareness of the brand value
- C. Awareness of the resource constraints
- D. Awareness of the company's mission

Answer: A

Explanation:

Awareness of the local environment refers to the understanding of the external factors that may affect the project, such as legal, regulatory, social, cultural, economic, and environmental aspects. In this case, the legal department applied this awareness to identify the potential risk of violating new legislation and rejected the project accordingly. This shows that the legal department was concerned about the compliance and reputation of the organization and the project in the local context. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 1: Project Management Concepts, page 17; Incorporating environmentalism into project management, Abstract and Definition of Terms sections.

NEW QUESTION 221

A project manager prefers to have immediate contact with team members because it allows for faster response times and more interactive discussions. Which of the following communication methods should the project manager use?

- A. Synchronous
- B. Informal
- C. Asynchronous
- D. Formal

Answer: A

Explanation:

The project manager should use synchronous communication methods if they prefer to have immediate contact with team members. Synchronous communication is a type of communication that occurs in real time and allows for faster response times and more interactive discussions. Examples of synchronous communication methods include phone calls, video conferences, instant messaging, and face-to-face meetings. Synchronous communication can help to build rapport, clarify doubts, and resolve issues quickly among team members.

Synchronous communication should be used when the project manager prefers to have immediate contact with team members. Synchronous communication allows for real-time interaction and feedback, enabling faster response times and more interactive discussions. References: CompTIA Project+ Study Guide Section 3.1.3

NEW QUESTION 224

A project sponsor asked the PM to provide a summary of the current financial status. The PM uses the following burn up chart for the analysis:



Based on the chart, which of the following is the current status of the project?

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

Answer: A

Explanation:

The project manager can use the burn up chart to analyze the current status of the project based on its scope (value delivered), budget (cost), and schedule (time). A burn up chart is a graphical tool that shows how much work has been completed (burned up) versus how much work remains (scope) over time. It also shows how much budget has been spent (burned up) versus how much budget remains (budget) over time. A burn up chart can help to monitor and control the project progress and performance and identify any variances or deviations from the plan. The chart given shows that both scope and budget lines are above their respective target lines at any given time point. This means that less work has been completed than planned (scope variance) and more money has been spent than planned (budget variance) at any given time point. Therefore, the project is behind schedule and over budget.

NEW QUESTION 226

A financial manager reports that several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Which of the following could MOST likely be the cause of this issue?

- A. A project manager assigned the wrong resources.
- B. A project manager did not release the resources
- C. A project manager did not remove the system access.
- D. A project manager did not provide the project sign-off.

Answer: B

Explanation:

A project manager did not release the resources. A project manager not releasing the resources could most likely be the cause of this issue where several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Releasing resources is a process of freeing up or reallocating any human or material resources that were used for a project after its completion or closure. Releasing resources can help to update the resource availability and utilization records and avoid any conflicts or errors in resource allocation or reporting.

NEW QUESTION 227

Which of the following pieces of data are examples of PII?

- A. Medical record and test result values
- B. IP address and email address
- C. Name and year of birth
- D. X-ray and blood type

Answer: B

Explanation:

PII stands for personally identifiable information, which is any data that can be used to identify a specific individual. Examples of PII include name, address, phone number, email address, social security number, passport number, driver's license number, etc. IP address and email address are both PII because they can be used to trace the identity and location of a person. Medical record and test result values, name and year of birth, and x-ray and blood type are not PII by themselves, but they can become PII if they are combined with other data that can link them to a specific individual. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Security, page 331. CompTIA Project+ Certification Exam Objectives, Domain 4: Project Security, Objective 4.1: Given a scenario, apply security best practices to a project, Sub-objective: Identify and classify PII.

NEW QUESTION 231

Which of the following contract types in project procurement has the highest risk for the buyer?

- A. Time and material
- B. Cost-plus
- C. Fixed-price
- D. Unit price

Answer: B

Explanation:

A cost-plus contract is a type of contract where the buyer agrees to reimburse the seller for the actual costs of the work plus a fee, which can be fixed, percentage, incentive, or award based. This type of contract has the highest risk for the buyer because the buyer has no control over the cost or quantity of the work and the seller has little incentive to control the costs or complete the work efficiently. The seller may inflate the costs or prolong the work to increase the fee. The buyer may end up paying much more than the estimated budget or the market value of the work. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 9: Project Procurement Management; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.3: Execute procurement activities.

NEW QUESTION 234

A project team is working remotely from different locations across the country. As part of a lessons-learned exercise, the project manager would like to identify the level of engagement among project team members. Which of the following would be the best tool for the project manager to use?

- A. Meeting chat
- B. Email
- C. Real-time survey
- D. Whiteboard

Answer: C

Explanation:

A real-time survey is a tool that allows the project manager to collect feedback from the project team members in an interactive and timely manner. A real-time survey can measure the level of engagement, satisfaction, motivation, and performance of the team members, as well as identify any issues, challenges, or opportunities for improvement. A real-time survey can also increase the participation and collaboration of the team members, as they can see the results and comments of their peers instantly. A real-time survey is more effective than a meeting chat, an email, or a whiteboard, as it can reach a larger and more diverse audience, provide more structured and quantitative data, and avoid distractions and interruptions. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Closure, p. 367; The 9 best online survey apps in 2023 | Zapier

NEW QUESTION 236

A project manager and team are reviewing a task that is supposed to take nine days to complete and cost \$3,000. There is a 20% chance that an associated risk related to changing requirements could occur, resulting in rework that would add an additional five days and \$1,000 in costs. Which of the following represents the total amount that should be budgeted for the task?

- A. 9 days and \$3,000
- B. 10 days and \$3,200
- C. 12 days and \$3,800
- D. 14 days and \$4,000

Answer: B

Explanation:

The total amount that should be budgeted for the task is calculated by adding the expected value of the risk to the original estimate. The expected value of the risk is the product of the probability and the impact of the risk. In this case, the expected value of the risk is $0.2 \times (5 \text{ days and } \$1,000) = 1 \text{ day and } \200 . Therefore, the total amount that should be budgeted for the task is $9 \text{ days and } \$3,000 + 1 \text{ day and } \$200 = 10 \text{ days and } \$3,200$.

NEW QUESTION 241

Which of the following is a test that is done on an existing system to ensure the previous functionality still works after a change has been made?

- A. Smoke testing
- B. Regression testing
- C. Unit testing
- D. User acceptance testing

Answer: B

Explanation:

Regression testing is a type of testing that is done on an existing system to ensure that the previous functionality still works after a change has been made. Regression testing is a process of retesting or verifying that a software system or application still performs as expected after it has been modified or updated with new features, bug fixes, patches, etc. Regression testing can help to detect any errors or defects that may have been introduced by the change and ensure that no functionality has been broken or degraded.

NEW QUESTION 246

The quarterly financial report displays losses from a project even though the project was completed successfully several weeks ago. Which of the following actions should the project manager perform next?

- A. Remove access.
- B. Complete the project sign-off.
- C. Release the resources.
- D. Outline the lessons learned.

Answer: B

Explanation:

The project sign-off is the formal acceptance of the project deliverables by the client, stakeholder, or customer. It also marks the closure of the project and the release of the final payment. If the project sign-off is not completed, the project may still incur costs and liabilities, which can explain the losses in the financial report. Therefore, the project manager should complete the project sign-off as soon as possible to avoid further losses¹².

NEW QUESTION 247

During the planning phase, a PM reviews the SOW from the contractor, grades the full-time equivalents' resumes, evaluates the titles and salaries, and estimates the number of hours for each milestone by full-time equivalents. The PM is most likely:

- A. negotiating resources.
- B. assigning resources.
- C. assessing the resource pool.
- D. adding resources to the schedule.

Answer: C

Explanation:

Assessing the resource pool is the process of identifying and evaluating the availability, skills, and costs of the resources needed for the project. The PM reviews the SOW from the contractor to understand the scope and requirements of the project, grades the full-time equivalents' resumes to determine their qualifications and suitability for the project, evaluates the titles and salaries to estimate the budget and allocation of the resources, and estimates the number of hours for each milestone by full-time equivalents to plan the schedule and workload of the project¹².

NEW QUESTION 250

Which of the following BEST identifies the intent and purpose of a project closeout report?

- A. To provide documentation of lessons learned
- B. To document variances from the initial project baseline
- C. To validate that a project has been successfully completed
- D. To release resources and terminate all access rights

Answer: C

Explanation:

To validate that a project has been successfully completed. The intent and purpose of a project closeout report is to validate that a project has been successfully completed and to summarize the goals, objectives, and outcomes of the project, as well as the lessons learned and the feedback from stakeholders. A project closeout report is a document that is submitted at the end of a project to officially conclude it and release the resources and contracts involved. It is useful for evaluating the project's success and improving the performance of future projects¹²

NEW QUESTION 254

Several stakeholders have declined the invitation for the kickoff of a major digital transformation project. Which of the following actions should the project manager take NEXT?

- A. Escalate directly to the project sponsor
- B. Push the kickoff meeting out by one week
- C. Proceed with the kickoff as planned
- D. Identify replacements for project stakeholders

Answer: A

Explanation:

The project sponsor is the person who provides the authority, funding, and support for the project. The project sponsor can also help to influence and engage the key stakeholders who are essential for the success of the project. If several stakeholders have declined the invitation for the kickoff meeting, which is an important event to establish the vision, scope, and expectations of the project, the project manager should escalate this issue to the project sponsor and seek their assistance to ensure the participation of the stakeholders^{1, p. 47}

NEW QUESTION 259

A project manager was not part of a contract negotiation. The project manager is concerned that stakeholders will expect the project to achieve deliverables requested in the RFP. Which of the following documents should the project manager produce FIRST to start communication about the boundaries of the project?

- A. Milestone chart
- B. Work breakdown structure
- C. Project charter
- D. Detailed scope statement

Answer: C

Explanation:

The project manager should produce a project charter first to start communication about the boundaries of the project. A project charter is a document that formally authorizes a project and defines its high-level scope, objectives, assumptions, constraints, stakeholders, roles and responsibilities, and key deliverables. A project charter can help to communicate the project vision and expectations to all stakeholders and provide a basis for future project decisions²³

NEW QUESTION 263

A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

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

Answer: A

Explanation:

The project manager has taken a risk mitigation approach by buying the item from another vendor who can supply it immediately. Risk mitigation is a strategy that involves reducing the probability and/or impact of a negative risk to an acceptable level. By purchasing the item from another vendor, the project manager has reduced the impact of the delay on the project schedule, even though it may have increased the project cost. Risk mitigation is different from risk transfer, which involves shifting the responsibility or burden of a risk to a third party, usually through a contract or insurance. Risk acceptance is a strategy that involves acknowledging the risk and being prepared to deal with its consequences. Risk sharing is a strategy that involves allocating some or all of the ownership of a risk to another party who is willing to take on that risk, usually for some form of incentive or reward. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management²

NEW QUESTION 266

While in the closing phase of a project, the project manager gathers feedback from stakeholders. Which of the following best describes a benefit of this feedback?

- A. It highlights the performance issues of the project manager and team members.
- B. It lets the project manager know which stakeholders are allies for future projects.
- C. It helps the project manager create a more structured lessons-learned session.
- D. It identifies the stakeholders' real opinions about the project.

Answer: C

Explanation:

Gathering feedback from stakeholders in the closing phase of a project is a valuable activity that can help the project manager create a more structured lessons-learned session. A lessons-learned session is a meeting where the project team and stakeholders review the project outcomes, successes, failures, and best practices, and document the lessons learned for future reference and improvement. Feedback from stakeholders can provide useful insights, perspectives, and suggestions on how the project was managed, what went well, what went wrong, and what can be done better next time. Feedback from stakeholders can also help the project manager identify the gaps, issues, and risks that occurred during the project, and how they were resolved or mitigated. By collecting and analyzing feedback from stakeholders, the project manager can create a more comprehensive and structured lessons-learned report that can benefit the organization and the project management profession¹².

The other options are not the best descriptions of the benefit of feedback from stakeholders. While feedback from stakeholders may highlight the performance issues of the project manager and team members (option A), or identify the stakeholders' real opinions about the project (option D), these are not the primary purposes or benefits of feedback. Feedback from stakeholders is not meant to evaluate or judge the project manager or team members, but to learn from the project experience and improve the project management processes and practices. Similarly, feedback from stakeholders is not meant to reveal their personal feelings or preferences about the project, but to assess the project results and deliverables against the project objectives and requirements. Feedback from stakeholders may also let the project manager know which stakeholders are allies for future projects (option B), but this is not a direct or significant benefit of feedback. Feedback from stakeholders is not intended to build or maintain relationships with stakeholders, but to solicit their input and feedback on the project performance and outcomes. While having allies among stakeholders may be helpful for future projects, this is not the main goal or benefit of feedback from stakeholders¹

NEW QUESTION 270

Which of the following best describes a manufacturer's obligation to repair or change, without extra costs, any part of a product that is not functioning?

- A. Service-level agreement
- B. Functional testing
- C. Warranty period
- D. Audit

Answer: C

Explanation:

A warranty period is the time during which a manufacturer or seller agrees to repair or replace a product that is defective or does not meet the specified standards. A warranty period can be expressed in terms of duration (e.g., one year) or usage (e.g., 10,000 miles). A warranty period is a form of consumer protection that obliges the manufacturer or seller to bear the costs of repairing or changing any part of the product that is not functioning properly¹.

NEW QUESTION 272

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