Exam Questions PK0-004

CompTIA Project+ Certification Exam

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NEW QUESTION 1
A project manager has identified a minor skills gap in the operational team that will end up supporting the project solution.
Which of the following is the BEST risk mitigation strategy that the project manager should use?

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

Answer: A

NEW QUESTION 2
Which of the following roles has approval authority for project funding?

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

Answer: D

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

NEW QUESTION 3
The project manager for a TV tower construction project receives notification that a strong storm is expected the following week.
Which of the following should the project manager do NEXT?

A. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
B. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.
C. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
D. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.

Answer: C

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

NEW QUESTION 4
A project is coming to the end of a phase. The PMO required that the quality team review the work and budget before moving on to the next phase of the project.
The project manager must schedule the review of the phase and have the stakeholders present. This review is referred to as:

A. change management.
B. a milestone.
C. a tollgate.
D. an incident response.

Answer: B

NEW QUESTION 5
A project schedule lists a resource as 50% because it likely:

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

Answer: A

NEW QUESTION 6
A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at ADifferent facility.
Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

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

Answer: C

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

NEW QUESTION 7
A company hires a number of interns and assigns them key roles on a project. Which of the following should the project manager MOST likely anticipate?

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

Answer: A

NEW QUESTION 8
A PM receives notification that an issue will impact ADeliverable on the critical path. The issue is logged with a unique ID and assigned to a team member; however, the team member has not addressed it after a week. Which of the following would be the BEST approach to resolving the issue?

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

Answer: B

NEW QUESTION 9
A project manager provides status reports to a customer on ABiweekly basis, but the customer is very busy and only has a few minutes to review the project. Which of the following are critical for the project manager to provide?

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

Answer: C

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

NEW QUESTION 10
Which of the following documents should be used to provide high-level reporting to key stakeholders?

A. Dashboard
B. Communication plan
C. Statement of work
D. Project charter

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 325

NEW QUESTION 10
A project manager travels abroad to meet the offshore team and sends out a meeting invitation to review requirements. However, many team members decline the meeting invitation. The PM approaches one team member to determine why people are declining. The team member indicates the project manager scheduled the meeting at a time when employees typically have permission to take a nap. Which of the following is the project manager facing?

A. Language barriers
B. Time zones
C. Cultural differences
D. Personal preferences

Answer: C

NEW QUESTION 14
A new stakeholder has requested the status and progress reports for the project milestones. Which of the following documents should the project manager address FIRST?

A. Project communication plan
B. Project status report
C. Project management plan
D. Project backlog

Answer: C

NEW QUESTION 15
The PMO is responsible for: (Choose two.)

A. managing the project plan, scope, risk, and budget.
B. contributing expertise, deliverables, and estimates of costs.

C. setting standards and practices for the organization and providing governance.
D. outlining consequences of non-performance and coordinating between disparate projects.
E. approving funding, developing the project schedule, and gathering high-level requirements.

Answer: CD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 85

NEW QUESTION 19
A project manager needs to identify the resources assigned to a particular task. In which of the following documents can this information be found?

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

Answer: A

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

NEW QUESTION 21
A project manager wants to introduce the practice of a WBS to the PMO, but the other managers believe this will create extra work. Which of the following would BEST communicate the need for a WBS to the other managers? (Select TWO).

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

Answer: AD

NEW QUESTION 25
During the testing phase, a team member has informed the project manager that the test environment was set with inadequate client information, putting the project in jeopardy. Which of the following should the project manager do NEXT?

A. Ask the team member to move to ADifferent test environment.
B. Ask the team member to refrain from testing the scenarios.
C. Revisit the risk management plan and provide corrective actions.
D. Revisit the contingency plan and provide corrective actions.

Answer: D

NEW QUESTION 29
Which of the following statements are correct regarding project management? (Select two.)

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

Answer: BC

NEW QUESTION 33
Which of the following activity sequencing techniques uses nodes to symbolize activities and arrows to show how their dependencies are connected?

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

Answer: D

NEW QUESTION 38
Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

A. Managing change
B. Fast tracking
C. Rolling wave planning
D. Crashing

Answer: B

NEW QUESTION 39
A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project.
Which of the following would the project manager MOST likely do?

A. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk.
B. Raise a purchase order to purchase the licensing and ask the team member to install it.
C. Amend the project scope and raise a project change request to obtain approval of the amendment.
D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

Answer: A

NEW QUESTION 40
Which of the following elements should be included on a responsibility assignment matrix?

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

Answer: A

NEW QUESTION 41
Which of the following is an example of a project?

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

Answer: B

NEW QUESTION 45
A contract review meeting has been scheduled with a non-performing vendor. The project manager has been asked to provide recommendations for continuous service improvements and removal of the vendor. Which of the following documents should the project manager review BEFORE the meeting?

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

Answer: B

NEW QUESTION 48
A project in the execution phase is over budget, and tasks on the critical path are on schedule. Which of the following should the project manager do NEXT?

A. Update the project management plan.
B. Issue a change request.
C. Revise the project charter.
D. Evaluate the impact to the baseline.

Answer: D

NEW QUESTION 53
When a risk event occurs, which of the following documents is BEST suited for recording and tracking new items corresponding to the risk?

A. Issue log
B. Risk management plan
C. Communications plan
D. Risk register
E. Status report

Answer: D

NEW QUESTION 57
A company hires an outside vendor to provide 24/7 support.
Which of the following documents would determine the contractual obligations?

A. PO
B. SLA
C. LOI
D. MOU

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 303

NEW QUESTION 62
Which of the following documents need to be updated as events occur during a project? (Select TWO).

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

Answer: CE

NEW QUESTION 65
A project team is comprised of a mix of in-house and virtual team members.
When a complex announcement needs to go out to the entire project team, which of the following is the
MOST effective way to communicate it?

A. Composing a project team email with the details of the announcement is the best metho
B. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
C. Using text messaging to make the announcement is the best metho
D. It allows the project manager to reach the project team members wherever they are located.
E. Sending a fax is the best metho
F. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
G. Hosting a weBConference meeting is the best metho
H. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

Answer: D

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 260

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

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

Answer: B

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

NEW QUESTION 69
Which of the following is a team-building stage that involves the team learning to trust one another's abilities and begin working together as a productive group?

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

Answer: A

Explanation:
Norming is where things begin to calm down. Team members know each other fairly well by now. They're comfortable with their positions in the team, and they begin to deal with project problems instead of people problems. "Decisions are made jointly at this stage, and team members "exhibit mutual respect and familiarity with one another.

NEW QUESTION 71
A non-stakeholder approaches the project manager and asks if certain items can be added to a project that was started two months earlier. Which of the following constraints does this impact MOST?

A. Time
B. Schedule
C. Scope
D. Cost

Answer: D

NEW QUESTION 72
A stakeholder is unaware of a project's status.

Which of the following documents should the project manager consult to ensure all stakeholders are notified of project changes? (Choose two.)

A. Status report
B. Organizational chart
C. RACI matrix
D. Meeting minutes
E. Communication plan

Answer: AD

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

NEW QUESTION 76
A company has dictated project scope changes but has stated that the original budget still applies. Which of the following will MOST likely be impacted by the changes?

A. Quality
B. Regulations
C. Schedule
D. project team

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

NEW QUESTION 78
A project manager is creating the monthly report for top management. The project manager has collected the information below:
AC = 100
PV = 80
EV = 120
Based on this information, the CPI reflects which of the following about the project?

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

Answer: A

Explanation:
"The cost performance index (CPI) is calculated this way: CPI = EV / AC"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 83
A project manager is assigned to an ongoing project. Which of the following is the FIRST document the protect manager should review?

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

Answer: A

NEW QUESTION 87
A company has hired a new project manager. The PMO has briefed the new project manager on the following expected responsibilities for projects:
 Coordinate project schedule
 Manage to the triple constraint
 Provide performance feedback to team members' managers
Which of the following types of organizational structures did the new project manager MOST likely join?

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

Answer: D

NEW QUESTION 89
The PM is preparing for the planning phase kickoff meeting. It is imperative for the team to focus during the meeting on the expected outcomes.
Which of the following best describes what the PM should work on FIRST?

A. Project charter
B. Project schedule
C. Meeting agenda
D. Responsibility assignment matrix
E. Risk register

Answer: B

NEW QUESTION 90
Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action.
Which of the following techniques is the project manager using?

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

Answer: C

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

NEW QUESTION 95
A project manager is informed that a team member would like to enhance the code with an additional function. Which of the following should the project manager do NEXT?

A. Submit a change request.
B. Evaluate the impact of the change.
C. Get approval from the CCB.
D. Communicate the change to stakeholders.

Answer: B

NEW QUESTION 97
The client accepts the critical design review.
Which of the following meetings should be held to move to the NEXT step in the project?

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

Answer: B

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

NEW QUESTION 100
A company is in the process of combining the human resources and marketing departments. Which of the following describes this change?

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

Answer: A

NEW QUESTION 104
A client has provided a list of deliverables to include in the project scope. Which of the following will allow the project team to ensure all deliverables are included in the final product while managing scope creep?

A. Requirements traceability matrix
B. Gantt chart
C. SWOT analysis
D. Project charter

Answer: A

NEW QUESTION 105
A project manager would like to bring vendors into a new project. Which of the following documents should the potential vendors submit so the project manager can find the best vendors for the project?

A. SLA
B. SOW
C. Change request
D. RFP

Answer: B

Explanation:
"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work

being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 106
The project manager has noticed a vendor is not performing in accordance with the SLA.
Which of the following items should the project manager use to highlight the vendor's areas of poor performance?

A. Balanced score card
B. WBS
C. Post-project evaluation
D. PERT

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 332

NEW QUESTION 108
A new project charter is being drafted.
Which of the following would be the BEST source for the high-level project requirements?

A. Sponsor
B. Project manager
C. Project management office
D. Project team

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

NEW QUESTION 113
A part that is needed to complete Task 3 has been backordered and will arrive three days later than scheduled. Task 3 must be complete for Task 4 to start. There is one day of float for the two tasks. Which of the following represents the number of days the project schedule will be delayed?

A. Zero
B. One
C. Two
D. Three

Answer: D

NEW QUESTION 115
A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the MOST likely reason for the failed inspection?

A. There were insufficient resources assigned to the task.
B. The prior document version was not reviewed.
C. Version control processes were not applied.
D. The CCB was not contacted.

Answer: C

NEW QUESTION 118
A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints.
Which of the following documents should the project manager use to obtain this information?

A. Project schedule
B. Balanced scorecard
C. Issue log
D. Status report

Answer: D

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 328

NEW QUESTION 120
A team lead informs the project manager that the datacenter will not be accessible when the project needs to be completed. The team lead also indicates that the team member who is assigned to complete the datacenter project is out on medical leave.
Which of the following should a project manager update to document this information?

A. A list of realized risks
B. A list of decomposed activities

C. A sequenced list of project tasks
D. ADocument describing agreed-upon communication methods

Answer: A

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

NEW QUESTION 123
A team member was assigned a new task during a meeting. The team member did not complete the task by the end of the phase, and the PM is looking for evidence to escalate the issue. Which of the following documents could help in this situation?

A. Issue log
B. Action items
C. Dashboard information
D. Communication plan

Answer: A

NEW QUESTION 125
A project's key stakeholders have requested significant changes that will affect the scope. To adjust the project scope, which of the following need to be changed? (Choose two.)

A. Cost performance parameter
B. Project schedule
C. KPI
D. Corrective action plan
E. WBS

Answer: BE

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133
https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+soon

NEW QUESTION 130
Which of the following are examples of organizational change? (Choose two.)

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

Answer: AC

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

NEW QUESTION 134
A project team on a four-year project has a shortage of workspace within an office. Which of the following is the MOST viable solution for the project team while ensuring work hours are not wasted?

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

Answer: D

NEW QUESTION 139
A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

A. Scope
B. Time
C. Quality
D. Cost

Answer: D

Explanation:
References
https://programsuccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/

NEW QUESTION 143
Two team members approach a project manager with different ideas for completing a task. After listening to the team members' ideas, the project manager does

not choose either one and requires both members to finish the task as originally planned. Which of the following conflict resolution techniques is the project manager applying?

A. Avoiding
B. Smoothing
C. Forcing
D. Compromising

Answer: B

Explanation:
"Smoothing is a temporary way to resolve conflict. In this technique, the areas of agreement are emphasized over the areas of difference"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 144
There are four parallel paths on a network diagram. The summary duration of each path is below: A, C, G: 10 weeks
A, B, F: 8 weeks
D, E, H: 12 weeks
D, B, F: 7 weeks
Which of the following tasks are on the critical path?

A. A, C, G
B. A, B, F
C. D, E, H
D. D, B, F

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 175

NEW QUESTION 145
Which of the following describes how a project is related to a program?

A. A program is a combination of multiple projects.
B. A program contains an element of the project.
C. A program is a part of a project.
D. A program uses half of the project's budget.

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 72

NEW QUESTION 150
The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

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

Answer: C

NEW QUESTION 154
Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

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

Answer: B

NEW QUESTION 159
Which of the following activities are associated with the closing phase of a project? (Choose two.)

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

Answer: BD

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

NEW QUESTION 162
In a project with a of $235,000, the CPI is 0.80, and the SPI is 1.20. Based on this information, which of the following can the key stakeholders determine about the project?

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

Answer: A

NEW QUESTION 166
Which of the following project documents should be used to record the occurrence of an unplanned event?

A. Action log
B. Risk log
C. Change log
D. Issue log

Answer: D

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

NEW QUESTION 168
Which of the following risk strategies prevents a risk from impacting a project?

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

Answer: C

Explanation:
Reference https://pm4id.org/chapter/11-2-risk-management-process/

NEW QUESTION 169
A vendor was removed from a company due to non-performance but continues to submit invoices for work that was not completed. Which of the following should the project manager do to stop the vendor from sending invoices?

A. Draft a C&D letter and send it to vendor.
B. Review the MOU with the vendor.
C. Ask the legal departments to draft a non-complete agreement for the vendor to sign.
D. Meet with the finance department to prevent the vendor from sending invoices.

Answer: A

NEW QUESTION 173
Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process.
Which of the following conflict resolution techniques has the project manager utilized?

A. Smoothing
B. Forcing
C. Compromising
D. Avoiding

Answer: B

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

NEW QUESTION 175
The project manager was asked to provide recommendations for the removal of a vendor. A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation.
Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

A. The issue log to show why the vendor should be replaced.
B. The team action items to show why the vendor should be replaced.
C. The scope statement to show why the vendor should be replaced.
D. A procurement plan to show why the vendor should be replaced.
E. A change management plan to have the vendor replaced.

Answer: AE

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 291, p. 327

NEW QUESTION 180
A project manager is assigned to a new project that must start immediately. No formal or approved documents have been authored for the project. The project manager must identify project roles, justify the business need, and determine project scope boundaries.
Which of the following documents should the project manager create?

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

Answer: B

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

NEW QUESTION 181
A project manager has been assigned a project with ABudget of $50,000. Three change requests are submitted during execution that will increase the overall project cost to $60,000. Which of the following steps should the project manager perform NEXT?

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

Answer: A

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

NEW QUESTION 184
A change is being implemented on a project, and while in testing, it becomes clear that the change cannot be finalized due to the severe impact it would have on other critical systems. Which of the following should the team consult to determine which actions to take?

A. Incident response plan
B. Regression plan
C. Progress plan
D. Business continuity plan

Answer: D

NEW QUESTION 186
During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.
Which of the following should have occurred to prevent this issue?

A. During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.
B. The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.
C. During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.
D. During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down.

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 170

NEW QUESTION 187
A key stakeholder asks the project manager for additional features. Which of the following documents should the project manager refer to before responding to this request?

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

Answer: B

NEW QUESTION 188
Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option.

This type of conflict resolution is known as:

A. forcing.
B. avoiding.
C. smoothing.
D. compromising.

Answer: A

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

NEW QUESTION 193
A project has a of $850,000. The project manager has identified and documented that certain key applications were not included in the scope management plan. As reported, the CPI is 0.8, and the PMO allows only a 5% additional increment to the planned budget. Which of the following should the project manager do NEXT?

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

Answer: C

NEW QUESTION 197
Which of the following describes ABurn rate?

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

Answer: C

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

NEW QUESTION 202
Which of the following are characteristics of a project? (Choose two.)

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

Answer: AB

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

NEW QUESTION 207
A project manager needs to track the actual and estimated start and finish dates of all WBS work packages. Which of the following is a necessary step to record the actual durations?

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

Answer: B

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

NEW QUESTION 208
In which of the following organizational structures would a project manager have the MOST authority?

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

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 57

NEW QUESTION 213

A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

A. Risk register
B. Post-mortem analysis
C. Issue log
D. Procurement report

Answer: B

Explanation:
References: https://en.wikipedia.org/wiki/Postmortem_documentation

NEW QUESTION 214

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

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

Answer: A

NEW QUESTION 219

Which of the following shows projected project expenditures?

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

Answer: A

NEW QUESTION 220

A subcontractor has submitted design documentation on the deliverable due date, but it will require rework. The activity is on the critical path of the project schedule. Which of the following should the project manager do NEXT?

A. Determine the expected duration of the rework and complete a charge request to modify the project baselines.
B. Notify the project sponsor to schedule and facilitate a team meeting to rework the design documentation.
C. Determine the expected duration of the rework with any associated quality control activities and add the duration to an updated version of the WBS.
D. Update the master project schedule, and distribute it all stakeholders in accordance with the project communications plan.

Answer: A

NEW QUESTION 222

The project sponsor has cut the resources required for project completion. The project manager cannot complete the project without additional resources. Which of the following should the project manager do to obtain the resources?

A. The project manager should identify and document the reasons for the additional resources in a change request.
B. The project manager should hire additional resources temporarily to complete the project.
C. The project manager should terminate the project until additional resources are added to the project.
D. The project manager should ask the project team members to take on more tasks to complete the project on time.

Answer: A

NEW QUESTION 226

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

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

Answer: A

NEW QUESTION 230

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

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

Answer: A

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

NEW QUESTION 232
Due to a new government regulation, a project change is required. The project manager evaluates the change and realizes a representative from the legal department will need to approve the change as well.
The project manager should:

A. follow the change process flow and notify the legal department after the change is implemented.
B. extend a formal invitation to the legal department representative to join the CCB.
C. hold a separate meeting with the legal department representative and ask for approval.
D. notify the legal department representative in the event of an upcoming audit.

Answer: B

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

NEW QUESTION 236
A project manager noticed the development team supporting a project does not have sufficient skills to complete the development phase. The project manager has discussed this issue with the functional manager and agreed to continue with the development phase due to time restrictions. Which of the following strategies is the project manager applying?

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

Answer: A

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

NEW QUESTION 241
During the execution phase of a project, a project task has run longer than anticipated.

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

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

Answer: A

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

NEW QUESTION 245
The design activity of a project has the following cost attributes: PV = 100,000
EV = 20,000
AC = 90,000
Based on this scenario, calculate the schedule variance.

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

Answer: A

NEW QUESTION 250
A team member has completed an assigned task. Which of the following roles should be notified FIRST?

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

Answer: C

NEW QUESTION 251
A project manager receives a call from the area regional building department and is informed that, upon inspection, waterlines from public water access to the project building do not meet local material and installation code specifications. Which of the following items BEST describes the unmet objective?

A. Schedule
B. Milestone
C. Gate
D. Task

Answer: D

NEW QUESTION 256
A WBS is being developed for a project.
Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

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

Answer: C

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

NEW QUESTION 258
Which of the following documents is typically signed by the vendor and includes a reference for how customers' internal information will be protected?

A. MOU
B. NDA
C. SOW
D. SLA

Answer: D

NEW QUESTION 261
If a project sponsor wants to know the current status and progress of a project, which of the following is the BEST approach to find this information?

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

Answer: B

NEW QUESTION 263
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