PK0-004 Dumps

CompTIA Project+ Certification Exam

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NEW QUESTION 1
Which of the following risk strategies is represented by the purchase of insurance?

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

Answer: C

Explanation:

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

NEW QUESTION 2
A project manager is releasing resources and archiving documents. Which of the following phases is the project MOST likely in?

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

Answer: D

NEW QUESTION 3
A software upgrade project has been postponed because it may impact a critical business system. Which of the following strategies has been applied?

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

Answer: C

NEW QUESTION 4
The key stakeholders have reported the project pace as being slow. The project sponsor would like to cancel the project if it cannot be completed before the end of the year. The project is scheduled to be completed three months after the requested date.
To alter the pace of the project, which of the following should the project manager do FIRST?

A. Give approval for the change requested by the project sponsor.
B. Deny the request from the project sponsor.
C. Document the change request from the project sponsor.
D. Ask the project sponsor to change the request.

Answer: C

NEW QUESTION 5
During the initiation phase, a project manager has asked for ADocument containing the high-level objectives and goals for a project.
Which of the following documents would contain these items?

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

Answer: B

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

NEW QUESTION 6
A quality auditor finds suspicious code during a software test. For which of the following could this be a trigger?

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

Answer: A

NEW QUESTION 7
Which of the following job roles is primarily tasked with communicating the project timeline changes?

A. Project scheduler

B. Project manager
C. Project sponsor
D. Project coordinator

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 93

NEW QUESTION 8
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 9
A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious
and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps.
Which of the following conflict resolution techniques is the project manager using?

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

Answer: B

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

NEW QUESTION 10
Several team members report that meeting objectives are not being met.
Which of the following documents would a project manager create to make team meetings more effective? (Choose two.)

A. Create an SOW prior to each meeting and adhere to it.
B. Create a meeting agenda prior to each meeting and adhere to it.
C. Create a lessons learned list prior to each meeting and adhere to it.
D. Create a project charter prior to each meeting and adhere to it.
E. Create an action item list during the meeting and adhere to it.
F. Create a corrective action plan prior to each meeting and adhere to it.
G. Create a WBS prior to each meeting and adhere to it.

Answer: BE

NEW QUESTION 10
When forming a project team, there are a number of phases.
When a project team is productive and effective this phase is known as which of the following?

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

Answer: C

NEW QUESTION 13
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 14

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 17
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 18
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 21
A risk with a high probability and medium consequence to a project has been identified. In response, the project manager has purchased an insurance plan with the intent to provide additional funds if the risk is realized. There is no risk to the schedule or scope. Which of the following types of risk strategies is this an example of?

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

Answer: B

Explanation:
"Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on"
Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

NEW QUESTION 25
The executive sponsor asks a project manager to summarize the following for a project:
1. Final capital expenditures.
2. Anticipated cost of new employee resources to support the solution.
3. Maintenance estimates.
Which of the following information should the project manager provide?

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

Answer: A

NEW QUESTION 26
Resources for a project report to a project manager and a functional manager. The organizational structure is:

A. Matrix
B. Ad hoc
C. Functional
D. Projectized

Answer: A

NEW QUESTION 27

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

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

Answer: AE

NEW QUESTION 31
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 35
A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes. Which of the following should the project manager do NEXT?

A. Gain approval for the changes.
B. Identify the approval authority.
C. Implement the changes.
D. Create an emergency change request.

Answer: A

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

NEW QUESTION 36
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 37
A project team completed ABrainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

A. Risk identification
B. Risk quantification
C. Risk planning
D. Risk response

Answer: A

NEW QUESTION 38
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 41
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 45
A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services.
Which of the following documents will the company MOST likely release FIRST?

A. RFO
B. RFI
C. RFP
D. RFQ

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 300

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

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

Answer: B

NEW QUESTION 57
A project sponsor wants to demonstrate progress on ADeliverable to all stakeholders at the next tollgate meeting. This feature was not scheduled for this tollgate, but the project manager plans to add it to the next phase. Which of the following describes what the project manager is doing?

A. Crashing the schedule
B. Prioritizing tasks
C. Determining milestones
D. Developing sprints

Answer: B

NEW QUESTION 61
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 62
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 65
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 68
Which of the following is the MOST likely target audience to be notified of the achievement of a key milestone in a project schedule?

A. Project manager and project scheduler
B. Project coordinator and project sponsor
C. Project champion and project scheduler
D. Project stakeholders and project team

Answer: D

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

NEW QUESTION 72
A project manager is not required to participate in performance appraisal meetings with team members. The project manager is working within which of the following organizational structures?

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

Answer: D

NEW QUESTION 75
The project manager of a global project constantly receives complaints from individuals at another location that some team members are not available after lunch on Fridays. This is acceptable to the project manager. Which of the following factors is the MOST likely cause for this scenario?

A. Personal preference
B. Intra-organizational differences
C. Culture
D. Time zone

Answer: D

NEW QUESTION 76
The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in ADollar figure.
This type of analysis is an example of which of the following?

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

Answer: C

NEW QUESTION 77
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 81
A project manager at a projectized organization is finishing the objective goals for the appraisal process. Performance goals have been identified for colocated individuals working on the team. Which of the following is the appropriate communication method for relaying the goals to the team members?

A. Email
B. Distribution of printed media
C. Face-to-face
D. Video conferencing

Answer: A

NEW QUESTION 83
A project has fallen behind schedule for no obvious reason, so the PM has gathered the team to brainstorm. Which of the following should the PM do NEXT?

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

Answer: B

NEW QUESTION 88
A project manager must create documentation before the project kickoff meeting. Which of the following documents will identify the project, introduce the project manager, and establish authority in the project?

A. Responsibility matrix
B. Resource allocation plan
C. Project charter
D. Statement of work

Answer: C

NEW QUESTION 93
Using Scrum, which of the following are discussed in ADaily standup meeting?

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

Answer: A

NEW QUESTION 96
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 98
In which of the following situations is a project manager MOST likely to use a process diagram?

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

Answer: B

NEW QUESTION 101
Team members have reported poor sound quality during critical, time-sensitive conference calls. Which of the following may be a more effective means of communication?

A. One-on-one meetings
B. Project wiki
C. Text messages
D. Social media

Answer: A

NEW QUESTION 104
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 106
In which of the following categories does ABusiness process change fit?

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

Answer: B

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

NEW QUESTION 109
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 111
Which of the following is used to perform a root cause analysis?

A. IshikawADiagram
B. Bar chart
C. Pareto diagram
D. Scatter plot

Answer: A

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

NEW QUESTION 113
A governance committee has just approved a new project. The project scheduler is now developing the project schedule. Which of the following activities should be done FIRST?

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

Answer: C

NEW QUESTION 117
Which of the following describes risk mitigation?

A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.
B. The understanding of the risk with ADetailed Explanation: of how the project intends to address the potential for occurrence.
C. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.
D. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it.

Answer: B

NEW QUESTION 118
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 121
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 125
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 126
Which of the following is a characteristics of a matrix organization?

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

Answer: D

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

NEW QUESTION 127
A project manager has noticed poor attendance as status meetings.
Which of the following strategies should the project manager use to improve attendance? (Choose two.)

A. Provide an agendABefore the status meeting.
B. Adhere to an agenda and scheduled time.
C. Add non-project-related items to the agenda.
D. Add and discuss new agenda items throughout the meeting.
E. Discard the action items at the conclusion of the meeting.

Answer: AB

NEW QUESTION 131
When an action is taken on a risk, which of the following is being done and which document needs to be updated?

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

Answer: A

NEW QUESTION 133
Which of the following activity sequencing techniques uses nodes to symbolize the dependencies of each activity?

A. Critical Path Method
B. Critical Chain Method
C. Arrow Diagramming Method
D. Gantt Chart Method

Answer: C

NEW QUESTION 136
Which of the following defines the minimum level of engagement of a stakeholder?

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

Answer: A

NEW QUESTION 140
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 142
A carpenter on a project team reports there is insufficient time to accomplish tasks on schedule. Which of the following is the FIRST step the project manager should take?

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

Answer: A

NEW QUESTION 147
A customer has requested additional features for an active project. Which of the following steps should take place NEXT?

A. Implement the requested changes.
B. Evaluate the impact of the changes.
C. Update all project documents.
D. Submit the requested changes to the CCB.

Answer: B

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

NEW QUESTION 149
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 150
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 152
A project manager is creating the WBS.
In which of the following phases is the project?

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

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 139

NEW QUESTION 155
A project manager has been asked to prepare and present a review of the execution phase. Which of the following is the BEST audience for this review?

A. Vendors
B. Key stakeholders
C. Resources
D. Project team
E. Business analysts

Answer: D

NEW QUESTION 156
An active project has a CPI of 0.92. Which of the following can be determined?

A. The project is currently over budget.
B. The project has ABudget surplus.
C. The project is ahead of schedule.
D. The project is behind schedule.

Answer: A

Explanation:
 Reference
http://smallbusiness.chron.com/project-management-cpi-numbers-mean-35541.html

NEW QUESTION 160
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 165
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 168
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 171
A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

Answer: C

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

NEW QUESTION 175
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 176
A vendor is unable to deliver an order by the specified date.
Which of the following should be the project manager's NEXT steps? (Choose two.)

A. The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.
B. The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
C. The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.
D. The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
E. The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.

Answer: AD

NEW QUESTION 181
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 185
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 187
A project requires daily status updates.
Which of the following is the MOST effective method for providing these updates?

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

Answer: B

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

NEW QUESTION 188
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 191
A customer has stated that meeting the project schedule and milestones takes priority and is, therefore, willing to spend additional funds to sustain operations. The project team must ensure completion of the:

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

Answer: D

NEW QUESTION 194
A team member learns that an assigned task is not due until the very end of the project. Moreover, the team member is not aware of any predecessor tasks dependent on completing the assigned task. Which of the following does the project manager use to decide if the team member can start the task later or earlier?

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

Answer: B

Explanation:
References
http://www.pmgloss.com/comptia/

NEW QUESTION 196
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 197
The project sponsor wishes to implement a 24/7 solution for the service desk, requiring the establishment of the capability on three different continents. Which of the following factors is MOST likely to influence communication methods across the project?

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

Answer: B

NEW QUESTION 199
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 203
A project team is spread between two countries on different continents. Which of the following factors are MOST likely to influence communication methods selected for the communication plan? (Select TWO).

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

Answer: CD

NEW QUESTION 208
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 209
Which of the following events would MOST likely trigger communications to the largest audience for a given organization?

A. Business continuity response
B. Quality audit
C. Replacement of a subcontractor
D. Completion of a task

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 273

NEW QUESTION 212
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 215
A project team is defining detailed risks. Which of the following project phases is taking place?

A. Initiation
B. Monitor and control
C. Execution
D. Planning

Answer: D

NEW QUESTION 220
ADepartment manager asks a project manager about the status of a project that has only a few employees from the department assigned to it. Which of the following were MOST likely missed during project planning?

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

Answer: B

NEW QUESTION 225
During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project.
Which of the following actions should the project manager take?

A. Alert the project sponsor of the situation.
B. Contact the customer and request more funding.
C. Announce the project will end early due to lack of funds.
D. Attempt to save money in downstream activities.

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 233

NEW QUESTION 229
An organization has determined that all projects must use a remote dashboard to allow portfolio management. Which of the following would enforce this directive?

A. Project management office
B. Project sponsor
C. Project manager
D. Project coordinator

Answer: A

NEW QUESTION 231
The final project report should contain which of the following?

A. Minutes of all the project meetings
B. Project design documentation
C. Detailed breakdown of the schedule
D. Summary of the project cost

Answer: D

NEW QUESTION 236
At a weekly project team meeting, it is apparent the project is over budget. The project manager needs to determine the reason for this issue. Which of the following documents should MOST likely be analyzed to obtain the answer?

A. Project charter, organization chart, scope statement, and issue log
B. Dashboard information, action items, project schedule, and status report
C. Project management plan, scope statement, communication plan, and meeting agendas
D. Project schedule, project management plan, communication plan, and issue log

Answer: A

NEW QUESTION 237
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 239
A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close date. The project team meets and determines that the project should be fast-tracked.
Which of the following documents should the project team reference to fast-track the project? (Choose two.)

A. Scope management plan
B. Configuration management plan
C. Network diagram
D. Project schedule
E. Project plan

Answer: CD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 171

NEW QUESTION 241
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 245
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 250
A project manager is managing a transactional project. One of the key team members is having difficulties understanding the client requirements.
Which of the following actions would be BEST for the project manager to take?

A. Ask the client to provide additional language resources to the team.
B. Purchase a language translation program.
C. Hire a translator to help the key team member
D. Ask the client to provide requirements in the native language of the team.

Answer: D

NEW QUESTION 251
The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on ADaily basis. Which of the following would be the MOST effective means to do this?

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

Answer: B

NEW QUESTION 252
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 257
A project has passed a phase-gate, and the new phase is ready to begin. Which of the following is the MOST appropriate method to communicate the transition to team?

A. Kickoff meeting
B. One-on-one meetings
C. Voice conferencing
D. Instant messaging

Answer: B

NEW QUESTION 260
A vendor has accepted a proposed project from a customer.
Which of the following is MOST likely to be the first document created by the project manager?

A. Project charter
B. Project management plan
C. Project statement of work
D. Project schedule

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 299

NEW QUESTION 265
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