



CompTIA

Exam Questions PK0-004

CompTIA Project+ Certification Exam

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NEW QUESTION 1

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

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Histogram
- D. Monte Carlo Analysis

Answer: B

NEW QUESTION 2

Which of the following is a schedule that illustrates the duration of an activity?

- A. Process diagram
- B. Ishikawa Diagram
- C. Gantt chart
- D. Pareto chart

Answer: C

Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 168

NEW QUESTION 3

A milestone task on the critical path has been completed. Which of the following should the project manager notify?

- A. Owner of predecessor task
- B. Project team
- C. Project sponsor
- D. Project steering committee

Answer: C

NEW QUESTION 4

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 a different 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 5

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

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

Answer: C

Explanation:

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

NEW QUESTION 6

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 7

Which of the following vendor documents specifically address quality? (Select TWO).

- A. LOI
- B. SLA
- C. Warranty
- D. PO
- E. NDA

Answer: AB

NEW QUESTION 8

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 9

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 a different 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 10

A project has activities on the critical path that must be completed before other activities can start. Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

Task B takes twice as long to complete as Task C.

Which of the following is the appropriate ordering of the critical path?

- A. B, A, D
- B. C, B, D, A
- C. D, A, C
- D. B, C, A, D

Answer: D

NEW QUESTION 10

Which of the following techniques modifies the schedule based upon resource constraints?

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

Answer: A

NEW QUESTION 13

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 14

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 15

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 17

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

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

Answer: A

NEW QUESTION 18

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 19

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 21

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 24

A project is in the initiation phase. Which of the following tasks will take place during this phase?

- A. Develop a WBS.

- B. Define the project requirements.
- C. Create a project charter.
- D. Acquire the project resources.

Answer: C

NEW QUESTION 29

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 33

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 A Detailed 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 36

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 38

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 42

A project is about to begin the execution phase. The SOW and project plan have been approved, and the project team has been formed. Which of the following types of meetings should happen NEXT?

- A. Update
- B. Scheduling
- C. Kickoff
- D. Review

Answer: B

NEW QUESTION 44

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 49

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 50

The business stakeholder has been engaged late and has just had a chance to review the approved requirements. Consequently, it has been identified that there are a number of gaps in the requirements which are critical to the stakeholders's business unit.

Which of the following actions should the project manager take?

- A. Initiate change control.
- B. Follow communications plan.
- C. Manage project quality.
- D. Prepare a performance report.

Answer: A

NEW QUESTION 54

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 58

A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

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

Answer: A

Explanation:

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

NEW QUESTION 62

A critical stakeholder has requested additional status updated beyond the schedule.

Which of the following factors MOST likely needs to be accounted for when communicating with this stakeholder?

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

Answer: C

Explanation:

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

NEW QUESTION 67

A project team has finished creating a WBS and started developing a schedule. The team should FIRST determine the:

- A. durations.
- B. tasks.
- C. critical path.
- D. resources.

Answer: B

NEW QUESTION 70

Which of the following is a reason for assessing risk in a project?

- A. To identify new tasks
- B. To shorten the project timeline

- C. To avoid rework
- D. To establish ABudget

Answer: C

NEW QUESTION 71

Assuming an iterative approach, which of the following will be conducted at the end of each iteration?

- A. SCRUM retrospective
- B. Kickoff meeting
- C. Budget baseline
- D. Risk review

Answer: A

Explanation:

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

NEW QUESTION 76

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 77

Which of the following is the MOST appropriate communication method for a highly confidential message to a Multilanguage global project team?

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

Answer: A

NEW QUESTION 80

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 84

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 87

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 89

Which of the following defines a group of projects that work together to achieve a common goal?

- A. Product
- B. Portfolio
- C. Program
- D. Project plan

Answer: C

Explanation:

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

NEW QUESTION 93

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

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

Answer: A

NEW QUESTION 98

An organization has multiple projects that are taking place simultaneously.

Which of the following should be tasked with ensuring resources are appropriately allocated to projects?

- A. PMO
- B. Project sponsor
- C. Project coordinator
- D. HR

Answer: B

Explanation:

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

NEW QUESTION 101

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 102

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 106

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

- A. Wait until the change requests are approved by the CCB.
- B. Approve the changes because the additional functionality is required to complete the process.

- C. Speak with the project sponsor and provide A Detailed analysis of the changes and impacts to the project budget.
- D. Schedule the changes as part of the second phase of the project when additional funding will be available and work can be completed.

Answer: A

Explanation:

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

NEW QUESTION 111

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 116

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 121

A customer asks a project manager if a small change can be made during the delivery phase. The project manager does not agree to the change. Which of the following is the MOST likely reason?

- A. Established communication plan
- B. Scope creep
- C. Resource constraints
- D. Iterative approach

Answer: B

Explanation:

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

NEW QUESTION 123

At a project kickoff meeting, several team members acted unprofessionally. The project manager would like to set expectations for team interaction. Which of the following would BEST accomplish this?

- A. Team contract
- B. Corrective action plan
- C. User acceptance policy
- D. MOU
- E. SLA

Answer: A

NEW QUESTION 127

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. EAC
- B. BAC
- C. TCPI
- D. ETC

Answer: A

Explanation:

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

NEW QUESTION 132

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 change 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 137

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 139

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 141

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 144

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 148

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 151

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