

# CompTIA

## Exam Questions PK0-004

CompTIA Project+ Certification Exam



#### NEW QUESTION 1

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

- A. Ongoing
- B. Temporary
- C. Start and finish
- D. Achieving a goal
- E. Consisting of milestones
- F. Restricting the budget

**Answer:** BC

#### Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 27

#### NEW QUESTION 2

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

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

**Answer:** A

#### NEW QUESTION 3

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 4

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

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 5

Which of the following charts is a graphical representation of the causes of a specific event?

- A. Histogram
- B. Scatter
- C. Fishbone
- D. Gantt

**Answer:** C

#### Explanation:

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

#### NEW QUESTION 6

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 7**

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house A Different type of reptile that will require A Different temperature range than the capacity of the installed system. The modification has been approved. Which of the following constraints are MOST likely to be affected? (Choose two.)

- A. Quality because the existing system is now outside the threshold.
- B. Requirements because this is a change to initial scope.
- C. Cost because replacing the system incurs additional expense.
- D. Schedule because this was an unscheduled task and will impact the timeline.
- E. Stakeholders because they will need to understand the modification and provide buy-in.

**Answer:** CD

**Explanation:**

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

**NEW QUESTION 8**

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 9**

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 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**

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 12**

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation

- C. Work relocation
- D. Outsourcing

**Answer:** D

**Explanation:**

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

**NEW QUESTION 15**

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 19**

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 23**

A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies. Which of the following documents should the project coordinator use?

- A. Risk register
- B. Issue log
- C. Communication plan
- D. Status report

**Answer:** A

**Explanation:**

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

**NEW QUESTION 28**

An industry leader may be joining the project team and can potentially provide additional expertise. Which of the following strategies should the project manager employ?

- A. Exploitation
- B. Acceptance
- C. Validation
- D. Transfer

**Answer:** C

**NEW QUESTION 30**

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 32**

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 35**

Three IT companies have agreed to summarize their efforts as a common organization to generate new businesses in the IT cloud computing industry. Which of the following is the type of organizational change described?

- A. Expansion
- B. Rightsizing
- C. Merger
- D. Onboarding

**Answer:** C

**NEW QUESTION 36**

A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

- A. Resource loading
- B. Resource leveling
- C. Prioritizing tasks
- D. Allocating resources

**Answer:** D

**NEW QUESTION 39**

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 44**

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 46**

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 51**

A software development project is struggling with a certain technology that is unknown to the project team. A project manager has received a third-party proposal to transfer the risk. Which of the following should the project manager do NEXT?

- A. RF1
- B. RFP
- C. RFQ
- D. Change request
- E. Request for bid

**Answer:** E

**NEW QUESTION 53**

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference. Which of the following is MOST likely to be the main challenge the influences this decision?

- A. Geographical factors
- B. Language barriers
- C. Cultural differences
- D. Technology factors

**Answer:** A

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 259

**NEW QUESTION 57**

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 61**

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 65**

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 67**

While working on risk ranking, the project team is unsure about the qualitative scales to be used for probability and impact. The project manager directs the team to look in the:

- A. quality plan.
- B. project management plan.
- C. risk register.
- D. process diagram.

**Answer:** A

**NEW QUESTION 69**

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 70**

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 71**

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 76**

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 79**

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 84**

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 85**

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

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

**Answer:** D

**NEW QUESTION 89**

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 a Business 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 93**

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 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 101**

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 104**

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 109**

A project manager is trying to explain to a stakeholder why projects are progressively elaborated upon. Which of the following is the BEST Explanation:?

- A. In the beginning, projects entail ADegree of uncertainty that needs to be specified.
- B. In the beginning, projects have start and finish dates that require elaboration.
- C. In the beginning, projects are part of a program that requires coordination.
- D. In the beginning, projects start with detailed inputs that need to be explained.

**Answer:** A

**NEW QUESTION 112**

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 115**

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 117**

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 118**

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 120**

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 125**

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 128**

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 129**

One deliverable failed during testing, and this has already happened several times.

Which of the following tools is MOST appropriate for the project team to use to determine the cause of the problem?

- A. Run chart
- B. Fishbone diagram
- C. Scatter diagram
- D. Gantt chart

**Answer:** B

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 322

**NEW QUESTION 132**

A project manager was directed to complete a project sooner than previously planned. Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Reduce the scope
- B. Increase the budget
- C. Decrease staff
- D. Update the WBS

**Answer:** D

**Explanation:**

References: <https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+soon>

**NEW QUESTION 135**

Before a team can start on a sprint, they will need to:

- A. create a set of iterations to work on and prioritize.
- B. generate an icebox of work items to review.
- C. review the backlog of work items to prioritize.
- D. take client requirements and draft them into a task list.

**Answer:** A

**NEW QUESTION 139**

The project manager has had a large number of change requests approved by the project steering committee, but has been given no extra time to deliver the project.

Which of the following schedule compression techniques should be used by the project manager?

- A. Rescheduling
- B. Crashing
- C. Rebaselining
- D. Control scope

**Answer:** B

**NEW QUESTION 143**

ADaily standup Scrum meeting is BEST accomplished in a:

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

**Answer:** C

**NEW QUESTION 144**

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 149**

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 153**

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 155**

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 157**

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 162**

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 163**

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 166**

A senior manager asks a project manager for an estimated budget on a new project. Which of the following is the BEST step for the project manager to take?

A. Tell the senior manager the estimation is not available yet.

B. Use the budget from a similar project to generate estimates.

C. Ask a SME for an opinion and propose an estimate.

D. Gather the team to immediately generate estimates.

**Answer: B**

**Explanation:**

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

**NEW QUESTION 171**

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 173**

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 175**

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 177**

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 179

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 182

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 187

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 189

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 190

Which of the following is a definition of an RFP?

- A. A document sent to potential vendors to solicit a bid for a project.
- B. A document sent to potential vendors to request information for skills and experience for a project.
- C. A document sent to potential vendors to request a commitment for a project.
- D. A document sent to potential vendors to solicit information that excludes pricing information for a project.

**Answer:** A

**Explanation:**

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

**NEW QUESTION 195**

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 200**

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 203**

Which of the following is described as placing responsibility for addressing the potential effects of an uncertain future event on an entity outside the organization?

- A. Risk avoidance:e
- B. Risk transfer
- C. Risk exploitation
- D. Risk mitigation

**Answer: B**

**NEW QUESTION 208**

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 213**

A project manager does not have enough time to complete several tasks on a critical path. The budget is a low concern. Which of the following should be used to complete the tasks on time?

- A. Fast-track the tasks.
- B. Utilize positive float.
- C. Crash the schedule.
- D. Remove the critical path

**Answer: A**

**NEW QUESTION 218**

The chairperson of the board is visiting from another country and wishes to meet the project team members. The next project team meeting will be held next week, but the chairperson is leaving before the meeting. Which of the following actions should the project manager take?

- A. Schedule a conference call for the team meeting and invite the chairperson.
- B. Arrange an impromptu team meeting with the chairperson.
- C. Email the chairperson the meeting minutes from the scheduled meeting
- D. Invite the chairperson to the next project team meeting

**Answer: B**

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 259

#### NEW QUESTION 220

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 222

A project manager is unsure if the quality of A Deliverable from a SME meets specifications. Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Send an email outlining the concerns to the team member.
- C. Send a project team meeting to obtain feedback from everyone.
- D. Post the issue on the wiki page for input from stakeholders.

**Answer:** A

#### **Explanation:**

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

#### NEW QUESTION 224

The project's network map has a loop with multiple project outcomes. This is the result of which of the following scheduling tools?

- A. Establishing project schedule baselines
- B. Critical Path Analysis
- C. Critical Chain Method
- D. Graphical evaluation and review technique

**Answer:** D

#### NEW QUESTION 229

A project has been experiencing some difficulties due to third-party vendors. The project manager should request.

- A. Additional resources
- B. A gate review
- C. A risk register update
- D. A performance audit

**Answer:** C

#### **Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 272

#### NEW QUESTION 233

Which of the following represents additional unauthorized requirements from the client?

- A. Scope creep
- B. Changing scope baseline
- C. Change request
- D. Gold plating

**Answer:** A

#### NEW QUESTION 236

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](https://en.wikipedia.org/wiki/Postmortem_documentation)

#### NEW QUESTION 241

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 243

A project has fallen behind schedule. Upon investigation, the project manager determines that team members have implemented requirements relayed via impromptu hallway meetings with the client.

Which of the following should the project manager do to resolve this issue?

- A. Update the scope management plan.
- B. Modify the project baselines.
- C. Implement change control management.
- D. Inform the stakeholders of the issue.

**Answer:** D

#### NEW QUESTION 245

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

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

**Answer:** A

#### NEW QUESTION 249

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 252

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 254

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 256

A department 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 259**

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 264**

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 266**

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 270**

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 274**

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 277**

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 280**

Which of the following is the primary purpose of an MOA or an MOU?

- A. State expectations of all signatory parties to reduce potential misunderstandings.
- B. Facilitate potential legal action and resulting remediation if one of the signatory parties violates any terms.
- C. Enumerate A Detailed code of conduct for all employees, contractors, and subcontractors participating in the program.
- D. Provide transparency to competitors regarding all signatory parties.

**Answer:** A

**Explanation:**

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

#### NEW QUESTION 283

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

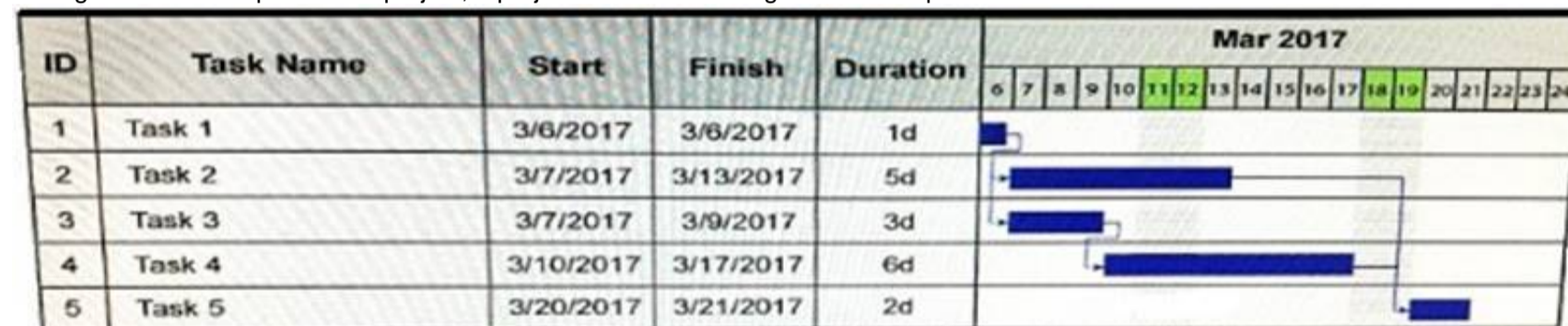
**Answer:** A

**Explanation:**

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

#### NEW QUESTION 285

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 288

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

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

**Answer:** C

**Explanation:**

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

#### NEW QUESTION 291

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 293**

A company has updated the method it uses to initiate projects. The company requires RFPs from three vendors, and low and high bids must be rejected to determine the selected vendor.

Which of the following terms describe this requirement?

- A. Outsourcing
- B. Business acquisition
- C. Business process change
- D. Internal reorganization

**Answer:** A

**Explanation:**

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

**NEW QUESTION 294**

A project team has determined it will need to source data from a system that was not part of the project scope. The role of the project manager is to analyze which of the following impacts?

- A. Technical design, schedule, and budget
- B. Business process impacts and resourcing
- C. New software and hardware requirements
- D. Schedule, budget, and quality

**Answer:** C

**NEW QUESTION 299**

.....

## Thank You for Trying Our Product

### We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questions and Answers in PDF Format

### PK0-004 Practice Exam Features:

- \* PK0-004 Questions and Answers Updated Frequently
- \* PK0-004 Practice Questions Verified by Expert Senior Certified Staff
- \* PK0-004 Most Realistic Questions that Guarantee you a Pass on Your FirstTry
- \* PK0-004 Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

**100% Actual & Verified — Instant Download, Please Click**  
**[Order The PK0-004 Practice Test Here](#)**