

## Exam Questions PK0-004

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 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 4

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 5

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 6

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 7

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 8

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 9

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 10

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 10

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 15

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 19

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 24

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 27

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 32

A project manager has contracted a third-party vendor to achieve milestones. Which of the following risk strategies is the project manager applying?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 34

A PM receives notification that an issue will impact A Deliverable 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 A Different team member to resolve the issue before the next status meeting.
- B. Review the issue with the assigned team member to determine A Due date.
- C. Set A Due 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 35

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 39

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 40

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 43

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 47

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 48

During a project, a key stakeholder asks a project team member to add a requirement. The team member adds the requirement without informing the project manager. Which of the following is described in this scenario?

- A. Change request
- B. Risk mitigation
- C. Change control
- D. Scope creep

**Answer:** D

#### NEW QUESTION 49

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

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

**Answer:** C

#### NEW QUESTION 53

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 58**

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 63**

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 67**

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 69**

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

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

**Answer:** B

**NEW QUESTION 72**

Which of the following inherently affects quality standards?

- A. SLA
- B. MOA
- C. MOU
- D. WBS

**Answer:** D

**NEW QUESTION 73**

Which of the following is an example of a project?

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

**Answer:** B

**NEW QUESTION 75**

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 76

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 78

A new project sponsor has joined the project team, and the constraints on the project have been reprioritized. The project cost was previously the most important factor, but the new sponsor has indicated that meeting a new, shorter deadline is the priority. Which of the following effects is this MOST likely to have on the project?

- A. The deliverables and quality will remain the same, but the cost will increase.
- B. The deliverables and quality will remain the same, but the cost will decrease.
- C. The deliverables and cost will remain the same, but the quality will increase.
- D. The cost and quality will remain the same, but the deliverables will increase.

**Answer:** A

#### NEW QUESTION 80

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 81

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 86

A project team is mainly based in a metropolitan area. The team also has members in a remote area, where Internet access is limited and unstable. Which of the following factors will MOST likely influence the communication methods used in the project?

- A. Personal preferences
- B. Technological factors
- C. Language barriers
- D. Cultural differences

**Answer:** B

#### Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 270

#### NEW QUESTION 91

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 92**

An authorized change to a construction project was implemented. During the modification, the team identified a defect 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 94**

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 95**

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 100**

A new stakeholder has joined the project team and requested modifications that will result in minor changes to the project budget and schedule.

The project manager is concerned that the requests will lead to:

- A. quality control issues.
- B. additional risks.
- C. scope creep.
- D. time constraints.

**Answer: C**

**NEW QUESTION 103**

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 105**

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

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

**Answer: C**



**Explanation:**

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

**NEW QUESTION 109**

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 114**

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 118**

A project manager is creating the monthly report for top management. The project manager has collected the information below:

AC = 100

PV = 80

EV = 120

Based on this information, the CPI reflects which of the following about the project?

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

**Answer: A**

**Explanation:**

"The cost performance index (CPI) is calculated this way:  $CPI = EV / AC$ "

Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**NEW QUESTION 122**

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 125**

A project manager is managing a project with a hard deadline in two weeks. At the current rate of progress, the project will not finish on time.

Which of the following techniques is MOST likely to be used to complete the project on time?

- A. Throttling
- B. Crashing
- C. Resource leveling
- D. Resource smoothing

**Answer: B**

**Explanation:**

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

**NEW QUESTION 127**

The PM is preparing for the planning phase kickoff meeting. It is imperative for the team to focus during the meeting on the expected outcomes.

Which of the following best describes what the PM should work on FIRST?

- A. Project charter

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

**Answer:** B

#### NEW QUESTION 130

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 134

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 139

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 140

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 141

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 143

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 agenda Before 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 145

A new project charter is being drafted.

Which of the following would be the BEST source for the high-level project requirements?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 150

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 151

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 155

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 159

A minor change to the baseline schedule is required. This change will be the second minor modification to the schedule. Which of the following is the appropriate version number?

- A. 0.3
- B. 1.2
- C. 2.0
- D. 3.0

**Answer:** B

#### NEW QUESTION 164

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 167

A project manager procures additional resources from a local company. Which of the following-describes this event?

- A. Reorganizing

- B. Onboarding
- C. Offshoring
- D. Outsourcing

**Answer:** A

#### NEW QUESTION 169

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 171

A project has just finished performance testing and found that the application can only handle 100 concurrent users where the requirement was to handle 500 concurrent users.

In which of the following components of the project plan should this be documented?

- A. Scope statement
- B. Issues log
- C. WBS
- D. Change form

**Answer:** B

#### NEW QUESTION 174

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 175

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 178

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 183

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 185

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 188

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 193

During the storming stage of a project team's development, it is common to experience confusion about tasks and responsibilities because:

- A. there is unfamiliarity with the project structure.
- B. there is a lack of trust among team members.
- C. there are minimal team decisions.
- D. there is no engagement of the team by the project manager.

**Answer:** B

#### NEW QUESTION 197

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 198

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 202

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 203

A sponsor requests that the project team shorten the completion of a project by two months to give the sales team more leverage in renegotiating the contract with the client. The budgeted time is 500 hours, and the projected earned value is \$30,000.

Project Completion	Total Hours	Actual Cost
6 months	420	\$25,200
4 months	620	\$37,200

Which of the following represents the cost variance for both project completions?

- A. -\$4.8K and -\$7K
- B. -\$4.9K and \$7K
- C. \$4.8K and -\$7K
- D. \$4.8K and \$7K

**Answer:** C

#### Explanation:

References:

<https://pmstudycircle.com/2012/05/schedule-variance-sv-cost-variance-cv-in-project-cost-management/>

#### NEW QUESTION 207

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://programsucccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/>

#### NEW QUESTION 212

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 217

A risk with minor impact has been realized. There is no change to the triple constraint. The PM should notify the:

- A. internal project team.
- B. key stakeholders.
- C. affected team members.
- D. full project team.

**Answer:** B

#### NEW QUESTION 221

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 224

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 227**

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 229**

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 231**

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 235**

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 a Discretionary 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 239**

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 244

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 248

Which of the following describes ABurn rate?

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 253

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 256

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 258

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 262

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 267

Which of the following documents does a vendor rely on MOST before committing funding and resources to a project?

- A. SOW
- B. PO
- C. SLA
- D. MOU

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 271

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 273

A project team added a new member who has proprietary information about a competitor's product. The team member was suddenly removed from the project. Which of the following MOST likely occurred?

- A. The company received a C&D.
- B. A higher-priority project needed the expertise.
- C. The new member did not sign an NDA.
- D. An SLA prevented new team members.

**Answer:** A

#### NEW QUESTION 277

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 281

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 284

Which of the following shows projected project expenditures?

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

**Answer:** A

#### NEW QUESTION 287

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 292

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 296

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 297

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 298

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 302

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 305

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 310

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 312

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 315

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 317

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

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

**Answer:** A

#### NEW QUESTION 319

After identifying all known tasks, the project manager has started to sequence and set durations. Which of the following describes how the project manager should BEST determine the initial sequence and durations?

- A. Use milestones identified in the project charter.
- B. Use dataBased on past knowledge.
- C. Hold a full team workshop to review the complete WBS.
- D. Collaborate with other project managers.

**Answer:** A

#### NEW QUESTION 322

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

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

create a status report to provide to the project manager.

D. The scheduler should obtain the current status from team members, update the risk register, and provide the information to the project champion for review.

**Answer:** B

#### NEW QUESTION 324

A project manager has an opportunity to add a highly skilled expert to the team who can increase the probability of the project's success.

Which of the following risk strategies should the project manager adopt?

- A. Exploitation
- B. Avoidance
- C. Acceptance
- D. Mitigation

**Answer:** A

#### Explanation:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 239

#### NEW QUESTION 328

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 331

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