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PK0-004

CompTIA Project +

Exam A

QUESTION 1
A project manager is justifying a required change with the associated impact on the project.

Which of the following is the NEXT step?

A. Implementation
B. Approval
C. Validation
D. Auditing

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 2
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.

Correct Answer: CD
Section: (none)
Explanation

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

QUESTION 3
A critical stakeholder has requested additional status updated beyond the schedule.

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

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 4
Which of the following activities are associated with the closing phase of a project? (Choose two.)

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

Correct Answer: BD
Section: (none)
Explanation

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

QUESTION 5
Which of the following describes a burn 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.

Correct Answer: C
Section: (none)
Explanation

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

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.

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 7
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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 8
During the initiation phase, a project manager has asked for a document 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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 9
A team lead informs the project manager that the datacenter will not be accessible when the project needs to be completed. The team lead also indicates that the team member who is assigned to complete the datacenter project is out on medical leave.

Which of the following should a project manager update to document this information?

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

C. A sequenced list of project tasks

D. A document describing agreed-upon communication methods

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 10
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 12
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.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
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 data based on past knowledge.
C. Hold a full team workshop to review the complete WBS.
D. Collaborate with other project managers.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 15
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.

Correct Answer: CD
Section: (none)
Explanation

Explanation/Reference:

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

QUESTION 16
Assuming an iterative approach, which of the following will be conducted at the end of each iteration?

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 17
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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

QUESTION 18
Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option.

This type of conflict resolution is known as:

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 19
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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 20
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21
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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 22
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 23
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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 24
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.

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 25
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.

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 26
Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process.

Which of the following conflict resolution techniques has the project manager utilized?

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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 27
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

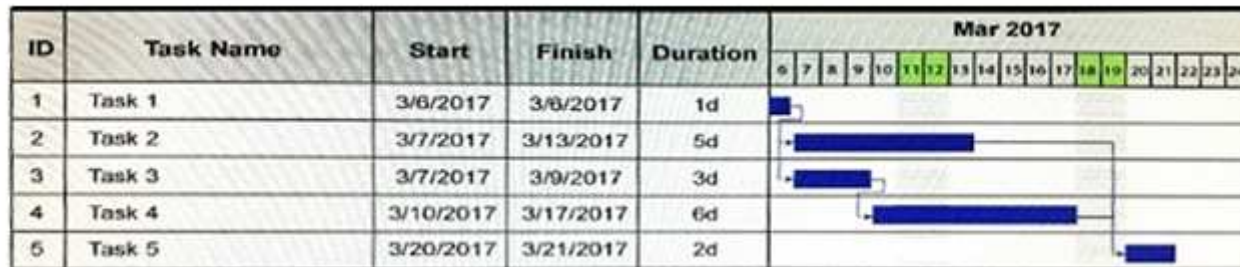C. Closure

D. Planning

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 28
During the execution phase of a project, a project task has run longer than anticipated.

ID	Task Name	Start	Finish	Duration	Mar 2017
1	Task 1	3/6/2017	3/6/2017	1d	
2	Task 2	3/7/2017	3/13/2017	5d	
3	Task 3	3/7/2017	3/9/2017	3d	
4	Task 4	3/10/2017	3/17/2017	6d	
5	Task 5	3/20/2017	3/21/2017	2d	

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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

QUESTION 29
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 30
A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project.

Which of the following would the project manager MOST likely do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
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.

Correct Answer: AD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 32
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.

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 33
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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 34
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 35
A business has implemented a new online performance management tool that allows functional and project managers to rate employees online.

This action is known as which of the following?

A. Business process change
B. Organizational change
C. Internal reorganization
D. Business continuity planning

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 36
A project manager needs to track the actual and estimated start and finish dates of all WBS work packages.

Which of the following is a necessary step to record the actual durations?

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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 37
Which of the following describes how a project is related to a program?

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 38
Which of the following are examples of organizational change? (Choose two.)

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

Correct Answer: AC
Section: (none)
Explanation

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

QUESTION 39
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 40
A project manager provides status reports to a customer on a biweekly basis, but the customer is very busy and only has a few minutes to review the project.

Which of the following are critical for the project manager to provide?

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 41
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.

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 42
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 43
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44
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.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46
Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action.

Which of the following techniques is the project manager using?

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 47
An agreement document that is intended to prevent two or more organizations from sharing specific, confidential information with anyone but each other is called:

A. an RFP.
B. an NDA.
C. an SLA.
D. an MOU.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 302

QUESTION 48
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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 49
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.

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 50
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.

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 51
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

Correct Answer: CD
Section: (none)
Explanation

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

QUESTION 52
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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 53
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
References: https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update
+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=one
page&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

QUESTION 54
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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 55
A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

A. Outsourcing

B. Business process change

C. Shared resources

D. Split

Correct Answer: A

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

QUESTION 56
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

Correct Answer: C

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

QUESTION 57
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

Correct Answer: BE

Explanation/Reference:
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+sooner+-+update
+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXIj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=one

QUESTION 58
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59
During a project, the project manager discovers there is insufficient time allotted for quality control. The project manager prepared to submit a revised schedule to the CCB.

ID	Task Name	Start	Finish	Duration	Mar 2017 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24
1	Task 1	3/6/2017	3/6/2017	1d	
2	Task 2	3/7/2017	3/13/2017	5d	
3	Task 3	3/7/2017	3/9/2017	3d	
4	Task 4	3/10/2017	3/17/2017	6d	
5	Task 5	3/20/2017	3/21/2017	2d	

Given the attached chart, which of the following is the critical path if one day is added to each task for quality control?

A. 12 days
B. 16 days
C. 17 days
D. 22 days

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
Which of the following job roles is primarily tasked with communicating the project timeline changes?

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

Correct Answer: B
Section: (none)
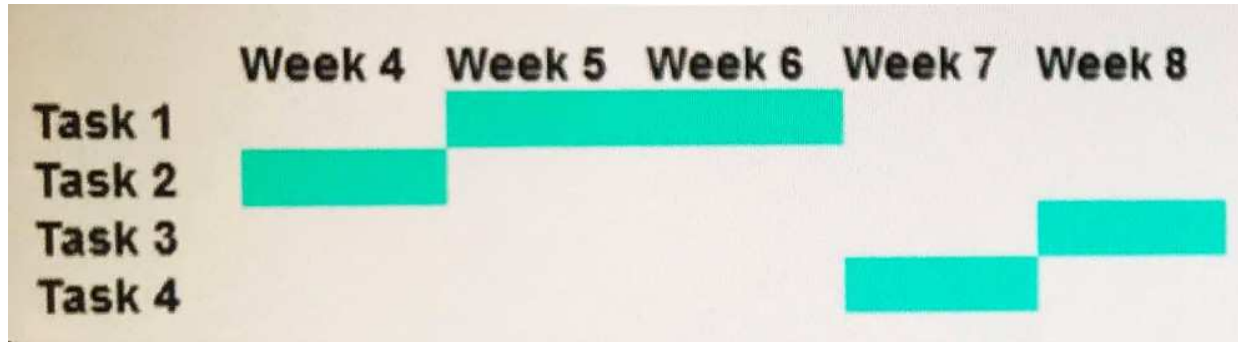**Explanation**

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

QUESTION 61
A project manager is successfully adhering to an eight-week project schedule through week three. A change in the marketplace will require the project manager to deliver the product one week early.

	Week 4	Week 5	Week 6	Week 7	Week 8
Task 1					
Task 2					
Task 3					
Task 4					

Given the project schedule above, which of the following aspects are missing for the project manager to plan and execute an accelerated schedule? (Choose two).

A. Cost
B. Predecessors
C. Lag
D. Durations
E. Resource loading
F. Subtasks
G. Float

Correct Answer: AE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 62
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.

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 63
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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 64
A project is coming to the end of a phase. The PMO required that the quality team review the work and budget before moving on to the next phase of the project. The project manager must schedule the review of the phase and have the stakeholders present. This review is referred to as:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 65
Which of the following documents need to be updated as events occur during a project? (Select TWO).

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

Correct Answer: CE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 66
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 67

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

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 68
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 69
Which of the following elements should be included on a responsibility assignment matrix?

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

Correct Answer: A

QUESTION 70
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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 71
Which of the following charts is a graphical representation of the causes of a specific event?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
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.

QUESTION 72
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 73
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.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 74
A project is in the initiation phase. Which of the following tasks will take place during this phase?

A. Develop a WBS.
B. Define the project requirements.

C. Create a project charter.

D. Acquire the project resources.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 75
A team member has completed an assigned task. Which of the following roles should be notified FIRST?

A. Project sponsor

B. Key stakeholders

C. Project manager

D. Project team

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 76
A project manager would like to bring vendors into a new project. Which of the following documents should the potential vendors submit so the project manager can find the best vendors for the project?

A. SLA

B. SOW

C. Change request

D. RFP

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

Explanation
"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints"

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

QUESTION 77
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 78
Which of the following would indicate a project manager is working in a matrix-based organization?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 79
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

Correct Answer: CD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 80
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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
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.

QUESTION 81
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 82
A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

A. Pareto chart

B. Fishbone diagram

C. Process diagram

D. Run chart

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 83
A project has a BAC 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 a budget increase of $170,000.

Correct Answer: C
Section: (none)

Explanation

Explanation/Reference:

QUESTION 84
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 85
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 86
In which of the following categories does a business process change fit?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
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.

QUESTION 87
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 a degree 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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 88
A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the MOST likely reason for the failed inspection?

A. There were insufficient resources assigned to the task.

B. The prior document version was not reviewed.

C. Version control processes were not applied.

D. The CCB was not contacted.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 89
A project manager has received a change order that will reduce a project's timeline and budget. However, the change order also indicates the goals and deliverables of the project must remain unchanged. Which of the following is the MOST logical impact to the project?

A. The reduced timeline will impact the quality of the deliverables because the amount of time to test will be reduced.

B. The reduced budget will result in reduced resources, which will lead to a strong matrix organizational structure being used.

C. The reduced timeline will decrease risk, resulting in an increased contingency reserve.

D. The reduced budget will cause the project manager to reject the change order.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 90
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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
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.

QUESTION 91
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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 92
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 93
Ann, one of the affected stakeholders, feels that the project team has not been giving periodic stakeholder updates and that her input has not been taken into account.

Which of the following should the project manager do to ensure stakeholder expectations are met?

A. Ensure that Ann is involved during the testing phase of the project so she can call out functional gaps.
B. Organize a walkthrough of the solution and ensure face-to-face updates occur every two weeks.
C. Escalate the issue to the project steering committee that Ann is criticizing the project quality.
D. Organize a requirements workshop to capture any gaps.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 94
A post implementation review is being performed as a part of project closure. Which of the following are applicable areas that the review should cover? (Choose two.)

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

Correct Answer: AE

QUESTION 95
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 96
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 97

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 98
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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 99
The project team is not comfortable moving an expensive material.
A third party is hired to move the material. This is an example of risk:

A. Transference
B. Sharing
C. Avoidance
D. Acceptance

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 100
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 101
Which of the following tools would a project manager use to determine the root cause of an issue?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 102
Which of the following activity sequencing techniques uses nodes to symbolize activities and arrows to show how their dependencies are connected?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 103
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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 104
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 105
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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 106
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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 107

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
References: *https://pmstudycircle.com/2012/05/schedule-variance-sv-cost-variance-cv-in-project-cost-management/*

QUESTION 108

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

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 109
A project sponsor wants to demonstrate progress on a deliverable to all stakeholders at the next tollgate meeting. This feature was not scheduled for this tollgate, but the project manager plans to add it to the next phase. Which of the following describes what the project manager is doing?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 110
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 111
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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Reference: *https://toggl.com/stages-of-team-development/*

QUESTION 112
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 113
In which of the following situations is a project manager MOST likely to use a process diagram?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 114
A project has passed a phase-gate, and the new phase is ready to begin. Which of the following is the MOST appropriate method to communicate the transition to team?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 115
A project manager receives a call from the area regional building department and is informed that, upon inspection, waterlines from public water access to the project building do not meet local material and installation code specifications. Which of the following items BEST describes the unmet objective?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 116
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 117
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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 118
Which of the following are mutually binding project documents? (Select two.)

A. Quotation
B. Letter of intent
C. Proposal
D. Evaluation

E. Warranty

F. Charter

Correct Answer: BF
Section: (none)
Explanation

Explanation/Reference:

QUESTION 119
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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 120
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.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference: