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PK0-004

CompTIA Project +

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Exam A

QUESTION 1

The PMO is responsible for: (Choose two.)



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- 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 2

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:

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

QUESTION 3

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 4

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 5

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 6

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 7

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 8

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 9

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 10

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?



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- 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 11

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

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Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

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 13

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 14

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 15

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 16

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 17

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 18

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 19

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 20

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 21

A milestone task on the critical path has been completed.

Which of the following should the project manager notify?



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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

A project manager is working on the project charter.

Which of the following phases does this describe?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 107

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QUESTION 23

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.

Correct Answer: BE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

Which of the following documents should be used to provide high-level reporting to key stakeholders?

- A. Dashboard
- B. Communication plan
- C. Statement of work
- D. Project charter

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 325

QUESTION 25

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 26

Which of the following project documents should be used to record the occurrence of an unplanned event?

- A. Action log
- B. Risk log
- C. Change log
- D. Issue log

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

QUESTION 27

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 28

A customer will have ongoing changes to project requirements.

Which of the following is the BEST project management methodology for this requirement?

- A. Waterfall
- B. Agile
- C. PRINCE2
- D. Bottom-up

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 310

QUESTION 29

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 31

A customer has requested additional features for an active project.

Which of the following steps should take place NEXT?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 32

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 33

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 34

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 35

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 36

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 37

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 38

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 39

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 40

A project manager needs to identify the resources assigned to a particular task.

In which of the following documents can this information be found?



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- 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 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?

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- 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

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 46

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 47

Team members have reported that meetings are poorly attended and unproductive.

Which of the following steps can the project manager take to make the meetings more productive?

- A. Discontinue the meetings with the poorest attendance.
- B. Decrease the length of the meetings.
- C. Distribute an agenda before each meeting.
- D. Document team member attendance and report it to management.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 48

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 49

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 50

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 51

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 52

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 53

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 54

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 55

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 56

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 57

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 58

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?



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- 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 59

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

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- 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=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

QUESTION 60

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 61

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 62

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 63

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.

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 64

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 65

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 66

A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

- A. Risk register
- B. Post-mortem analysis
- C. Issue log
- D. Procurement report

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

References: https://en.wikipedia.org/wiki/Postmortem_documentation

QUESTION 67

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 68

An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fast-tracked tasks that require additional hours. Which of the following documents did the project manager fail to reference?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 69

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

References <https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+approval+authority+for+project+funding&source=bl&ots=QjPXRQ0G3Y&sig=gToYb55ruudpdmlyclTUJwsS7vY&hl=en&sa=X&ved=0ahUKEwiA08WQ3lXbAhWJpo8KHe97ACMQ6AEIRjAD#v=onepage&q=comptia%20roles%20has%20approval%20authority%20for%20project%20funding&f=false>

QUESTION 70

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 71

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 72

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 73

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 74

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

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

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75

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 76

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 77

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 78

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 79

Which of the following shows projected project expenditures?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 80

A project manager wants to introduce the practice of a WBS to the PMO, but the other managers believe this will create extra work. Which of the following would BEST communicate the need for a WBS to the other managers? (Select TWO).



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- A. Using the WBS will help prevent work from slipping or being forgotten.
- B. The WBS will be required on very large projects.
- C. The WBS will be required if the project manager has the time available to complete it.
- D. The WBS will aid in determining which resources are required for the project.
- E. The WBS is the best way to determine risks of the project.

Correct Answer: AD

Section: (none)

Explanation**Explanation/Reference:****QUESTION 81**

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 82**

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 83

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 84

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 85

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 86

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 87

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 88

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 89

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 90

The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

- A. Ahead of schedule and over budget
- B. Behind schedule and under budget
- C. Ahead of schedule and under budget
- D. Behind schedule and over budget

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

A non-stakeholder approaches the project manager and asks if certain items can be added to a project that was started two months earlier. Which of the following constraints does this impact MOST?

- A. Time
- B. Schedule
- C. Scope
- D. Cost

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 92

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 93

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 94

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 95

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 96

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 97

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 98

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 99

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?



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- A. It is under budget.
- B. It is over budget.

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- C. It is ahead of schedule.
- D. It is behind schedule.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation

"The cost performance index (CPI) is calculated this way:

$CPI = EV / AC$ "

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

QUESTION 100

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

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

Correct Answer: C

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"

QUESTION 101

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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.

QUESTION 102

When forming a project team, there are a number of phases.

When a project team is productive and effective this phase is known as which of the following?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 103

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 104

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 105

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 106

The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in a dollar figure.

This type of analysis is an example of which of the following?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 107

A project manager is trying to ensure the quality of the design and reduce the number of potential defects. The project manager would like to use the fishbone diagram to perform this analysis.

This type of modeling relies on:

- A. Prioritizing the specific event.
- B. Variance in the process over time.
- C. Causes of a specific event.
- D. Determining the number of events.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 108

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 109

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 110

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 111

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 112

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 113

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 114

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 115

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 116

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 117

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 118

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 119

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 120

Which of the following is used to perform a root cause analysis?



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- A. Ishikawa diagram
- B. Bar chart
- C. Pareto diagram
- D. Scatter plot

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 121

Which of the following documents is typically signed by the vendor and includes a reference for how customers' internal information will be protected?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 122

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.

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- 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 123

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 124

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 125

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 126

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 127

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 128

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 129

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:

QUESTION 130

A project manager wants to ensure that a detailed overview of a new kitchen fits the client's standards. Which of the following will the project manager MOST likely work to accomplish?

- A. Detailed project schedule to deliver on time
- B. Gate reviews to capture the progress and feedback
- C. Reasonable number of changes to maintain quality
- D. Wide range of time between the start and end of the installation

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 131

Which of the following risk strategies prevents a risk from impacting a project?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Reference <https://pm4id.org/chapter/11-2-risk-management-process/>



<https://www.gratisexam.com/>