

**PK0-004**

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PK0-004



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## Exam A

### QUESTION 1

A project manager is attempting to establish the proper sequencing and duration of project activities.



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Which of the following would be the MOST beneficial?

- A. Network diagram
- B. Ishikawa diagram
- C. WBS
- D. Gantt chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 160

### QUESTION 2

A project manager is creating the WBS.

In which of the following phases is the project?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

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**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 139

**QUESTION 3**

Which of the following is a characteristics of a matrix organization?

- A. Authority lies solely with the project manager.
- B. Authority is directed by the project architect.
- C. Authority is shared between the project manager and project coordinator.
- D. Authority is shared between functional and project managers.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 56

**QUESTION 4**

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints.

Which of the following documents should the project manager use to obtain this information?

- A. Project schedule
- B. Balanced scorecard
- C. Issue log
- D. Status report

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 328

**QUESTION 5**

There are four parallel paths on a network diagram. The summary duration of each path is below:

A, C, G: 10 weeks

A, B, F: 8 weeks  
D, E, H: 12 weeks  
D, B, F: 7 weeks

Which of the following tasks are on the critical path?

- A. A, C, G
- B. A, B, F
- C. D, E, H
- D. D, B, F

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 175

#### **QUESTION 6**

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A. Composing a project team email with the details of the announcement is the best method. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- B. Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.
- C. Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
- D. Hosting a web conference meeting is the best method. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 260

#### **QUESTION 7**

A project requires daily status updates.

Which of the following is the MOST effective method for providing these updates?

- A. Backlog
- B. Standup
- C. Kickoff
- D. Retrospective

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 8**

A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps.

Which of the following conflict resolution techniques is the project manager using?

- A. Forcing
- B. Negotiating
- C. Compromising
- D. Avoiding

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 9**

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:**

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

#### **QUESTION 10**

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:**

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

#### **QUESTION 11**

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:**

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

**QUESTION 12**

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:**

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

**QUESTION 13**

A project manager is unsure if the quality of a deliverable from a SME meets specifications.

Which of the following is the BEST way for the project manager to address the issue?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 14**

Which of the following is a key aspect of the Agile project management methodology?

- A. Test-driven

- B. Daily standup meetings
- C. Short project durations
- D. Defined list of requirements

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 286

#### **QUESTION 15**

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 16**

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 17**

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:**

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

**QUESTION 18**

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:**

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

**QUESTION 19**

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:**

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

**QUESTION 20**

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:**

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

**QUESTION 21**

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 22**

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 23**

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:**

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

**QUESTION 24**

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:**

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

**QUESTION 25**

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:**

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

**QUESTION 26**

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:**

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

**QUESTION 27**

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 28**

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:**

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

#### **QUESTION 29**

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:**

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

#### **QUESTION 30**

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:**

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

### **QUESTION 31**

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

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

**Correct Answer: A**

**Section: (none)**

## **Explanation**

### **Explanation/Reference:**

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

### **QUESTION 32**

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:**

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

### **QUESTION 33**

Which of the following describes risk mitigation?

- A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.
- B. The understanding of the risk with a detailed explanation of how the project intends to address the potential for occurrence.
- C. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.
- D. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 34**

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:**

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

#### **QUESTION 35**

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Sales clerk
- B. Marketing representative
- C. Team lead
- D. Product item

**Correct Answer:** B

**Section:** (none)



**Explanation****Explanation/Reference:****QUESTION 36**

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 37**

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:**

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

**QUESTION 38**

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:**

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

**QUESTION 39**

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:**

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

**QUESTION 40**

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:**

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

#### **QUESTION 41**

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:**

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

#### **QUESTION 42**

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:**

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

### **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**

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:**

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

**QUESTION 47**

A customer asks a project manager if a small change can be made during the delivery phase. The project manager does not agree to the change.

Which of the following is the MOST likely reason?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 48**

In which of the following organizational structures would a project manager have the MOST authority?

- A. Projectized
- B. Strong matrix
- C. Balanced matrix
- D. Functional

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 57

**QUESTION 49**

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility.

Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

- A. Email
- B. Social media
- C. Text messaging
- D. Face-to-face

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 50**

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

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

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

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:**

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

**QUESTION 52**

A project manager has noticed poor attendance at status meetings.

Which of the following strategies should the project manager use to improve attendance? (Choose two.)

- A. Provide an agenda before the status meeting.
- B. Adhere to an agenda and scheduled time.
- C. Add non-project-related items to the agenda.
- D. Add and discuss new agenda items throughout the meeting.
- E. Discard the action items at the conclusion of the meeting.

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 53**

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 54**

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:**

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

**QUESTION 55**

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:**

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

**QUESTION 56**

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:**

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

**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:**

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

**QUESTION 58**

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:**

Reference: [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](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 59**

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:**

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

#### **QUESTION 60**

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

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 61**

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

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: 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=mlexbBmFJKkAuXuftgO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false](https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftgO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false)

#### **QUESTION 62**

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)

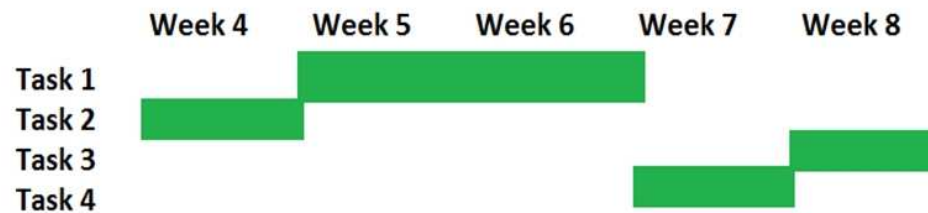
**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 63**

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.



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 64

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:**

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

**QUESTION 65**

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:**

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

**QUESTION 66**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.atlassian.com/agile/ceremonies>

**QUESTION 67**

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 68**

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:**

Reference: [https://en.wikipedia.org/wiki/Postmortem\\_documentation](https://en.wikipedia.org/wiki/Postmortem_documentation)

#### **QUESTION 69**

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 70**

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 71**

A department manager asks a project manager about the status of a project that has only a few employees from the department assigned to it. Which of the following were MOST likely missed during project planning?

- A. Issue log and process diagram
- B. Resource analysis and Gantt chart
- C. Stakeholder analysis and communication plan
- D. Scatter chart and scope analysis

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 72**

A part that is needed to complete Task 3 has been backordered and will arrive three days later than scheduled. Task 3 must be complete for Task 4 to start. There is one day of float for the two tasks. Which of the following represents the number of days the project schedule will be delayed?

- A. Zero



- B. One
- C. Two
- D. Three

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 73

A team member learns that an assigned task is not due until the very end of the project. Moreover, the team member is not aware of any predecessor tasks dependent on completing the assigned task. Which of the following does the project manager use to decide if the team member can start the task later or earlier?

- A. Review the PERT chart and evaluate if the task is a critical dependency.
- B. Review the PERT chart and evaluate if the task is a discretionary dependency.
- C. Review the PERT chart and evaluate if the task is a real dependency.
- D. Review the PERT chart and evaluate if the task is an external dependency.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <http://www.pmgloss.com/comptia/>

### QUESTION 74

A project manager travels abroad to meet the offshore team and sends out a meeting invitation to review requirements. However, many team members decline the meeting invitation. The PM approaches one team member to determine why people are declining. The team member indicates the project manager scheduled the meeting at a time when employees typically have permission to take a nap. Which of the following is the project manager facing?

- A. Language barriers
- B. Time zones
- C. Cultural differences
- D. Personal preferences

**Correct Answer:** C

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 75**

Which of the following vendor documents specifically address quality? (Choose two.)

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

**Correct Answer:** AB

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 76**

A project manager has been assigned a complex project and does not know all the activities required to complete it.

Which of the following if the BEST approach to determine the work packages for the WBS?

- A. Brainstorming
- B. Analogous
- C. Bottom-up
- D. Forward pass

**Correct Answer:** C

**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 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 78**

A governance committee has just approved a new project. The project scheduler is now developing the project schedule. Which of the following activities should be done FIRST?

- A. Add durations.
- B. Add the start and finish dates
- C. Add tasks.
- D. Add resources.

**Correct Answer:** C

**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? (Choose two.)

- 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**

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

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### **QUESTION 83**

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 84**

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 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 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 87**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 88**

A project manager has been asked to prepare and present a review of the execution phase. Which of the following is the BEST audience for this review?

- A. Vendors
- B. Key stakeholders
- C. Resources
- D. Project team
- E. Business analysts

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 89**

Which of the following inherently affects quality standards?

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

D. WBS

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 90**

At a weekly project team meeting, it is apparent the project is over budget. The project manager needs to determine the reason for this issue. Which of the following documents should MOST likely be analyzed to obtain the answer?

- A. Project charter, organization chart, scope statement, and issue log
- B. Dashboard information, action items, project schedule, and status report
- C. Project management plan, scope statement, communication plan, and meeting agendas
- D. Project schedule, project management plan, communication plan, and issue log

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 91**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 92**

A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 93**

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 94**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 95**

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 96**

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 97**

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 98**

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 99**

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 100**

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 101**

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 102**

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 103**

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 104**

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

AC = 100

PV = 80  
EV = 120

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

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

**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 105**

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 106**

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 107**

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 108**

A project manager has identified a minor skills gap in the operational team that will end up supporting the project solution.

Which of the following is the BEST risk mitigation strategy that the project manager should use?

- A. Organize adequate training and have one of the operational staff as part of the project team.
- B. Raise a risk in the risk register, identify the likelihood and the consequence of the risk occurring.

- C. Have the project adequately document the solution and ensure a transition is in place.
- D. Escalate this as an issue to the project control board and ensure that there is adequate discussion.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 109**

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 110**

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 111**

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 112**

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 113**

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 114**

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 115**

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 116**

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 117**

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 118**

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:**

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

**QUESTION 119**

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 120**

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 121**

A project manager is mapping qualifications and available personnel to the project requirements. Which of the following activities is the project manager completing?

- A. Team Building
- B. Team Selection
- C. Resource loading
- D. Resource leveling

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 122**

A project team is defining detailed risks. Which of the following project phases is taking place?

- A. Initiation
- B. Monitor and control
- C. Execution
- D. Planning

**Correct Answer:** D

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 123**

Which of the following statements are correct regarding project management? (Choose two.)

- A. A project can be part of an organization's program management.
- B. An organization's portfolio will include programs.
- C. A program has a defined start and finish.
- D. An organization's portfolio is a temporary and unique endeavor.
- E. A project portfolio will be managed under program management.

**Correct Answer: BC**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 124**

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

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

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 125**

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 126**

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 127**

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 128**

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 129**

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 130**

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 131**

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 132**

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 133**

During the testing phase, a team member has informed the project manager that the test environment was set with inadequate client information, putting the project in jeopardy. Which of the following should the project manager do NEXT?

- A. Ask the team member to move to a different test environment.
- B. Ask the team member to refrain from testing the scenarios.
- C. Revisit the risk management plan and provide corrective actions.
- D. Revisit the contingency plan and provide corrective actions.

**Correct Answer: D**

**Section: (none)**

## **Explanation**

### **Explanation/Reference:**

#### **QUESTION 134**

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

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

**Correct Answer: A**

**Section: (none)**

## **Explanation**

### **Explanation/Reference:**

#### **QUESTION 135**

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 136**

Which of the following are mutually binding project documents? (Choose two.)

- A. Quotation
- B. Letter of intent
- C. Proposal
- D. Evaluation
- E. Warranty
- F. Charter

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 137**

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 138**

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 139**

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 140**

A key stakeholder asks the project manager for additional features. Which of the following documents should the project manager refer to before responding to this

request?

- A. Process diagram
- B. Change control plan
- C. Balanced scorecard
- D. SWOT matrix

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 141**

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/>

#### **QUESTION 142**

An active project has a CPI of 0.92. Which of the following can be determined?

- A. The project is currently over budget.
- B. The project has a budget surplus.
- C. The project is ahead of schedule.
- D. The project is behind schedule.

**Correct Answer:** A

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Reference: <http://smallbusiness.chron.com/project-management-cpi-numbers-mean-35541.html>

### **QUESTION 143**

A project team completed a brainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk response

**Correct Answer:** A

**Section:** (none)

### **Explanation**

### **Explanation/Reference:**

### **QUESTION 144**

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

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

**Correct Answer:** A

**Section:** (none)

### **Explanation**

### **Explanation/Reference:**

### **QUESTION 145**

A contract review meeting has been scheduled with a non-performing vendor. The project manager has been asked to provide recommendations for continuous service improvements and removal of the vendor. Which of the following documents should the project manager review BEFORE the meeting?

- A. Issue log

- B. Status report
- C. Risk register
- D. SOW

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 146**

Which of the following describes KPIs?

- A. Analyses of organizational strengths and weaknesses
- B. Graphical representations of process flow
- C. Elements against which performance can be measured
- D. Collaboration platform tools

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 147**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 148**

A company is in the process of combining the human resources and marketing departments. Which of the following describes this change?

- A. Business process change
- B. Business merger
- C. Internal reorganization
- D. Interorganizational change

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 149**

Which of the following information does the project risk register typically contain?

- A. Type of risk, identified risk, risk response, impact of risk, severity of risk
- B. Type of risk, project task, risk response, impact of risk, severity of risk
- C. Type of risk, identified risk, risk response, project schedule risk, severity of risk
- D. Type of risk, identified risk, risk response, impact of risk, risk avoidance

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 150**

A critical issue has developed in an active project, and the project manager wants to notify the 20-person global project manager use FIRST to relay this information?

- A. Individually call all project team members.
- B. Send an email to all project team members.



- C. Schedule a conference call.
- D. Schedule a face-to-face meeting.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 151**

Which of the following documents ensures two parties do not share contractually binding information?

- A. C&D letter
- B. RFI
- C. NDA
- D. MOU

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 152**

A project manager is overseeing a multinational project, and team leaders from numerous countries indicate the team members have low morale.

Which of the following is the MOST likely reason the project manager would be unaware of the team member's decreased morale?

- A. The project manager did not pay attention to visual cues.
- B. The project manager did not perform active listening.
- C. The project manager did not prioritize team member concerns.
- D. The project manager did not visit the project's international office locations.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 153**

A vendor advises the project manager that a key component of the project is no longer available and recommends a higher-cost replacement. To have this change approved, the project manager submits a change request that contains which of the following?

- A. Description, cost difference of the replacement, and WBS
- B. Description, justification, and cost
- C. Cost difference of the replacement, justification, and communications plan
- D. Description, quality impact, and cost

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

Which of the following documents serves the primary purpose of requesting details about a vendor's capabilities?

- A. RFP
- B. RFI
- C. RFQ
- D. NDA

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

Which of the following conflict resolution techniques relies on establishing areas of agreement rather than disagreement?

- A. Smoothing
- B. Collaborating

- C. Compromising
- D. Avoiding

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 156**

Which of the following features describe a projectized organization? (Choose two.)

- A. The project manager has less authority over the project team than in a strong matrix.
- B. Team members are solely dedicated to project activities.
- C. The functional manager has full authority over the project team members.
- D. The project manager has full authority over the project team members.
- E. Team members from various departments are assigned to the project.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 157**

A project manager is procuring new equipment from a vendor. The vendor requires a physical signature on all purchase orders. Which of the following should the project manager do to order the equipment quickly? (Choose two.)

- A. Mail the purchase order and follow up with a phone call.
- B. Fax the purchase order and follow up with a phone call.
- C. Drive to the vendor if local and provide a signed purchase order.
- D. Scan and send the purchase order and follow up with a phone call.
- E. Request a courier from the vendor to pick up the purchase order.

**Correct Answer:** CE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 158**

Due to a lack of adherence to the risk response plan, there are numerous safety concerns within the scope of a building project.

Which of the following MOST likely explains this issue?

- A. Risks were not identified.
- B. Risks were not mitigated.
- C. Risks were not exploited.
- D. Risks were not communicated.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 159**

A new contractor joining the project team is an example of:

- A. offshoring
- B. offboarding
- C. rightsizing
- D. outsourcing

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 160**

A team member has completed a project task. Which of the following is the FASTEST method to communicate the task completion?

- A. Social media

- B. Email
- C. Instant messaging
- D. Team meeting

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 161**

Which of the following captures unforeseen activities throughout the project that need attention and resolution?

- A. Gantt chart
- B. Action items
- C. Project schedule
- D. Meeting minutes

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

When closing a project, which of the following must be completed to allow team members to return to their designated departments?

- A. Perform retrospective
- B. Release resources
- C. Obtain sign-off from the sponsor
- D. Close contracts

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

A project manager has received numerous complaints from staff concerning poor service provided by a vendor.

Which of the following steps should the project manager take FIRST to correct the problem?

- A. Review the SOW with the vendor and terminate the vendor
- B. Notify the key stakeholders of the problem and send a C&D letter to the vendor
- C. Notify the vendor of the complaints and review the SLA with the vendor
- D. Review the acceptable use policy with the vendor before requesting termination of the vendor's employee.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 164**

A project team started work on a project and was ahead of schedule when the project sponsor announced that the project needed to stop because of shifting strategic priorities.

The constraint described in this scenario is:

- A. cost
- B. environmental
- C. scope
- D. scheduling

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 165**

A stakeholder asked for a change to the project. The project manager discussed and documented the desired change, and the proper authorities approved it.

Which of the following steps of the control was missed?

- A. Communicate the change
- B. Quality check
- C. Implementation
- D. Evaluate impact and justification

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 166**

The project manager needs to motivate the team; however, there is an insufficient budget for awards.

Which of the following motivating agents is the MOST appropriate option the project manager can utilize?

- A. Reduce the workload
- B. Replace resources
- C. Extend the timeline
- D. Provide additional responsibility

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 167**

A project team is in the process of risk planning. One of the team members identifies a weather-related risk, which may cause delivery delays.

Which of the following is the BEST risk response strategy?

- A. Exploit
- B. Enhance
- C. Mitigate

D. Communicate

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 168**

Under an Agile methodology, standup meetings occur:

- A. daily
- B. twice daily
- C. weekly
- D. ad hoc

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 169**

A project team is not delivering their tasks in a timely manner. Additionally, tasks are being reworked because requirements continue to be identified as work packages are being delivered.

Which of the following are MOST likely missing from the project? (Choose two.)

- A. Project charter
- B. Organizational chart
- C. Scope document
- D. Status report
- E. Business case
- F. Project plan

**Correct Answer:** CF

**Section:** (none)



### **Explanation**

### **Explanation/Reference:**

#### **QUESTION 170**

A meeting has taken place with quality assurance team members and the project manager.

Which of the following events would MOST likely have triggered the meeting?

- A. Audit
- B. Risk register update
- C. Task completion
- D. Resource change

**Correct Answer: A**

**Section: (none)**

### **Explanation**

### **Explanation/Reference:**

#### **QUESTION 171**

A project sponsor wants to know when the plan changed to ship the deliverables to a new location. To determine the answer, the project manager should FIRST review the:

- A. project management plan
- B. scope statements and issue log
- C. project dashboard and status report
- D. action items and meeting minutes

**Correct Answer: B**

**Section: (none)**

### **Explanation**

### **Explanation/Reference:**

#### **QUESTION 172**

A fire occurred in the production facility over the weekend, affecting the machinery being used to produce a deliverable. No injuries were reported.

Which of the following is MOST appropriate for the project manager to do NEXT?

- A. Refer to the contingency plan
- B. Conduct an immediate emergency team meeting
- C. Perform a SWOT analysis
- D. Implement the risk response plan

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 173**

As a project processes, the team appears disjointed. Meetings are not effective because the right team members are not in the discussion, and functional managers are questioning if the project manager has a true management plan.

Which of the following documents should be reviewed FIRST to uncover the issue?

- A. Communications plan
- B. Scope statement
- C. Project management plan
- D. Organizational chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 174**

Two companies have merged. Which of the following may impact the project manager's communication methods after the merger?

- A. Updates to issues logs
- B. Increase in change requests
- C. Changes to stakeholder requirements

D. Updates to the WBS

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 175**

A new corporate policy was approved that will positively affect the project.

Which of the following should the project manager do FIRST?

- A. Schedule the change
- B. Review the communication plan
- C. Update the issue log
- D. Update the risk register

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 176**

When developing a project schedule, which of the following tools would be MOST beneficial?

- A. Gantt chart
- B. Network diagram
- C. Fishbone chart
- D. Chain diagram

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 177**

A project manager is determining a project's critical path to report the projected completion date to stakeholders.

Which of the following information will be required? (Choose two.)

- A. Costs
- B. Dependencies
- C. Schedules
- D. Durations
- E. Holidays
- F. Milestones

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 178**

A diagram or chart is required to illustrate data differences given the following:

1. The diagram or chart must track at least two variables to determine the relationship between independent variables and include a regression or trend line.
2. The diagram or chart should include cause and effect analysis and investigate historical information.

Which of the following should be used given these requirements?

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Histogram
- D. Probability distribution
- E. Run chart
- F. Scatter chart

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 179**

During the planning phase, the project manager meets with the project team to determine the tasks and their relationship.

Which of the following should the project manager receive from the team members? (Choose two.)

- A. Durations
- B. Start/finish dates
- C. Dependencies
- D. Resources
- E. Baseline

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 180**

Project status meetings have poor attendance. A SME from the hardware team dominates the meetings when questions are asked, not allowing input from other members.

Which of the following steps should the PM take to make the meetings more productive? (Choose two.)

- A. Facilitate the meetings by adhering to the agenda.
- B. Encourage interaction among team members during the meetings.
- C. Ensure meetings minutes are accurately recorded.
- D. Adjust the number of meetings.
- E. Change the number of action items.
- F. Schedule impromptu meetings when the SME is absent.

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 181**

A project team is identifying, rating the probability of, and determining the impact on potential problems throughout the project. The team is also including the corresponding actions to take.

Which of the following activities does this describe?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk qualification

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 182**

One of the tasks on a project's critical path is progressing too slowly. The team member who is responsible for completing the task is assigned to multiple projects with aggressive deadlines.

Which of the following roles has the responsibility of resolving the issue?

- A. CCB
- B. PMO
- C. Project sponsor
- D. Project scheduler

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 183**

During an ad-hoc meeting, the PM notifies the sponsor that while the project is on schedule, material costs have increased and the project is over budget. To save

the project, the PM request a material contract with a less expensive vendor. The sponsor approves the change, and project comes in within target tolerances. The company, however, receives numerous stakeholder complaints.

Which of the following is the MOST likely cause of these complaints?

- A. The quality of the deliverable decreased due to the rising material cost.
- B. The PM did not follow the project communication plan.
- C. Quality assurance actions were not adjusted for the vendor change.
- D. The change was not documented and approved.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 184**

A new project manager is working in an environment where resources report to another supervisor. The project manager is having difficulty with a particular member and wants to escalate the issue. Which of the following documents should the project manager consult?

- A. Issue log
- B. RACI chart
- C. Risk management plan
- D. Organizational chart

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 185**

The Chief Executive Officer (CEO) has changed the direction of a business and no longer needs one of the divisions. A deal is reached to sell the division to a company in another state. Which of the following BEST describes this type of organizational change?

- A. Business process change
- B. Internal reorganization

- C. Relocation
- D. Demerger

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 186**

A project can be defined as:

- A. permanent and ongoing.
- B. temporary and unique.
- C. temporary and standard.
- D. permanent and unique.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 187**

Two critical members have approached the project manager separately regarding personality conflicts. The project manager cannot remove either from the project or separate their work activities. To help resolve the conflict, which of the following would be BEST for the project manager to do?

- A. Send an email to the entire project team encouraging proper etiquette.
- B. Discuss the problem during the next daily status update.
- C. Perform an in-person meeting involving both parties.
- D. Schedule a mandatory team-building activity.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 188**

A project manager is archiving of project documents.

Which of the following phases does this describe?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 189**

Which of the following are MOST essential to developing an effective project team? (Choose two.)

- A. Team building by mixing in-house and remote human resources
- B. Dedicating the junior resources to the shortest tasks
- C. Sharing senior resources with other projects
- D. Selecting team members with the appropriate skill sets
- E. Building trust through honesty and good communication

**Correct Answer:** DE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 190**

A local company is part of a hostile takeover by a multinational conglomerate. The Chief Executive Officer (CEO) directs that all meetings be conducted via video conference to save costs and expedite communication. This scenario is an example of:

- A. outsourcing.

- B. corporate acquisition.
- C. internal reorganization.
- D. process change.
- E. relocation.
- F. resource management.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 191**

A project team member states that the tasks identified in the project schedule for the week greatly exceed the number of available hours for the week. Which of the following activities would have allowed the project manager to identify and correct this issue in advance?

- A. Risk identification
- B. Gate review
- C. Resource allocation
- D. Resource leveling

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 192**

A recently added stakeholder is unaware of critical changes that will affect the department. Which of the following should the project manager do FIRST to ensure all parties have the same level of information?

- A. The project manager should check the project management plan to determine how the project should be managed and controlled.
- B. The project manager should check the communications plan to ensure stakeholders are included on any key messages.
- C. The project manager should check the meeting agenda to ensure the stakeholder is invited to all meetings.
- D. The project manager should ensure meeting minutes are distributed to all project members.

**Correct Answer:** B

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 193**

A key stakeholder asked several members of the project team to make project changes without submitting them for approval. Because the stakeholder is related to the Chief Executive Officer (CEO), the team members are reluctant to deny these requests. Which of the following should the project manager do FIRST to control this situation?

- A. Have the team members deny all change requests from this stakeholder
- B. Ask the project sponsor for more funding to anticipate the change requests from the key stakeholder
- C. Contact the key stakeholder to encourage the submission of written change requests
- D. Request additional resources from the project team to complete the change requests from the key stakeholder

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 194**

During a risk review session, the project team identified the percentage probability that a particular risk will occur. This is known as:

- A. risk identification
- B. risk prioritization
- C. risk qualification
- D. risk quantification

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 195**

An organization wants assurance that the specialty tools necessary for operation will function as intended for a specific minimum time period. Which of the following

documents BEST provides this assurance?

- A. Purchase order
- B. Non-disclosure agreement
- C. Request for proposal
- D. Warranty
- E. Service level agreement

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 196**

Based on the table below:

Activity	Duration (days)	Predecessor
Task 1	7	None
Task 2	9	1
Task 3	16	1
Task 4	23	1
Task 5	18	2, 3
Task 6	6	3, 4
Task 7	4	5, 6

Which of the following is the total float for the critical path?

- A. 0
- B. 1
- C. 2
- D. 3

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 197**

An active construction project must make immediate changes when it is discovered that the designated project area contains protected wetlands.

Which of the following is the MOST likely impact to the project?

- A. The project quality will decrease
- B. The project scope will decrease
- C. The project timeline will increase
- D. The interproject dependencies will increase

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 198**

A customer has requested a new feature be included in the next iterative release. The customer has agreed to move a previously planned feature to a subsequent release and increase the budget. Which of the following is the MOST appropriate scheduling action?

- A. Analyze the critical path and update the WBS with the new feature
- B. Add the new feature and reprioritize the product backlog
- C. Add the new feature to the next sprint and move the old feature to the following sprint
- D. Conduct a retrospective with the team to discuss the change and introduce the feature

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 199**

A task on the critical path has just been completed. The project manager has been informed that the person responsible for the next task has gone on an approved leave. Which of the following types of organizational structure does this scenario BEST describe?

- A. Functional
- B. Projectized
- C. Strong matrix
- D. Flat

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 200**

Severe weather has impacted a construction project, delaying scheduled work for five days. Which of the following project changes is the project manager most likely to consider FIRST?

- A. Requirements change
- B. Funding change
- C. Timeline change
- D. Risk event

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

The following tasks are required to complete an IT project that is behind schedule:

ID	Task	Duration	Successors
1	Load servers	5 days	4
2	Configure circuit	8 days	4
3	Finalize MOU	3 days	2,1
4	Create user materials	4 days	

Which of the following is the critical path?

- A. 3, 2, 4
- B. 4, 2, 3
- C. 3, 2, 1, 4
- D. 4, 1, 2, 3

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 202**

Which of the following are MOST likely the responsibilities of the PMO? (Choose two.)

- A. Steer the project
- B. Provide governance
- C. Justify the business case
- D. Procure hardware
- E. Identify key performance indicators
- F. Act as an approval authority

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 203**

Gas prices were included in the cost baseline for a transportation and hauling project. Although the estimates used to create the baseline were based on historical data, which of the following should the project manager consider as a root cause for potential issues with cost overruns?

- A. Requirements
- B. Lessons learned
- C. Budget
- D. Environment

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 204**

Which of the following will identify the MOST potential project risks?

- A. Cost-benefit analysis
- B. Past project documentation
- C. Project budget
- D. Benchmarking

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 205**

A project coordinator notices there is a scheduling conflict with the weekly team meeting. The project coordinator submits a request to hold the meeting at a different time will not negatively impact the scheduling. Which of the following resources has the authority to authorize this change?

- A. Stakeholders
- B. Scrum master
- C. Project sponsor
- D. Project team

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 206**



A project manager is assigned to a project that was previously managed by a peer project manager. The project manager identifies several modifications that were deployed prior to CCB approval. Which of the following change control processes is being mismanaged?

- A. Change validation with quality checks
- B. Regression planning
- C. Identify approval authority
- D. Change implementation

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 207**

An employee is assigned to a project and is developing a project charter. Which of the following are some of the constraints the employee would typically face at this stage of the project?

- A. Environment, resources, requirements, and quality
- B. Budget, quality, resources, and schedule
- C. Deliverables, scope, and budget environment
- D. Budget, scope, quality, and schedule

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 208**

A team member has reported Task 3 will be completed ahead of schedule.

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																			

Using the given chart, which of the following represents the critical path if Task 3 is completed in two days?

- A. 8 days
- B. 10 days
- C. 11 days
- D. 12 days

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 209

Task A starts on Day 1 and has a duration of two days. Task B has a duration of two days and starts on Day 3. Task C starts after Task A and has a duration of three days. Task D starts after Task B and Task C and has a duration of one day. Which of the following represents the critical path?

- A. Five days
- B. Six days
- C. Seven days
- D. Eight days

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 210

A project team is working on a project with high public visibility and excitement. The project sponsor is concerned the public may lose interest due to the long

delivery timeline. Which of the following is the BEST way to keep the external stakeholders informed and engaged throughout the project?

- A. Video conferencing
- B. Instant messaging
- C. Social media
- D. Email

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 211**

A project scheduler has calculated the project's critical path. Which of the following activities would most likely occur NEXT?

- A. Additional task decomposition
- B. Resource allocation
- C. Dependency determination
- D. Task duration identification

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 212**

Which of the following provides tools and standard documentation for the project team?

- A. Project management office
- B. Project manager
- C. Project coordinator
- D. Project steering committee

**Correct Answer:** A

**Section:** (none)

### Explanation

### Explanation/Reference:

#### QUESTION 213

The PMO is confused by an entry in the risk register and would like the project manager to provide clarification regarding strategy. Based on the following entry:

ID	Name	Status	Owner	Strategy	Specific Response
100	Datacenter fire	Risk	Project manager	Avoid	Conduct regular off-site backups

Which of the following should be modified to BEST eliminate confusion?

- A. Change the status to issue and include it in the issue log
- B. Change the strategy to mitigate
- C. Change the name to identify the problem clearly
- D. Change the owner to sponsor

**Correct Answer: B**

**Section: (none)**

### Explanation

### Explanation/Reference:

#### QUESTION 214

In the review of a project status report, the slack is negative. Which of the following should the project manager tell the stakeholders?

- A. The project is behind schedule
- B. The project is over budget
- C. The project has float available
- D. The project needs a gate review

**Correct Answer: A**

**Section: (none)**

### Explanation

### Explanation/Reference:

**QUESTION 215**

Which of the following should be included in an effective SOW?

- A. Lessons learned
- B. Procurement process
- C. Corrective action plan
- D. Project objectives

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 216**

A project manager has taken over a project that is already in progress. The project manager notices the functional manager of one team is unaware of the current progress. Which of the following should the project manager do? (Choose two.)

- A. Update the project charter to include the functional manager as a key stakeholder
- B. Publish the project schedule to the functional manager
- C. Review the communications plan to ensure proper involvement
- D. Add the incident to the issue log and seek resolution
- E. Ensure the functional manager is on the status report distribution list

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 217**

Which of the following documents are considered mutually binding? (Choose two.)

- A. NDA
- B. PO
- C. RFP
- D. WBS

E. KPI

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 218**

A project sponsor has requested documentation to determine the scheduled activities for a project that is running behind schedule. Which of the following documents should the project manager send to the sponsor to quickly identify the project activities?

- A. RACI
- B. SWOT
- C. SOW
- D. WBS

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 219**

According to the communication management plan, the project scheduler is required to post weekly status reports on the project's intranet site. From the stakeholders' point of view, accessing the weekly report is an example of:

- A. interorganizational preferences
- B. personal preferences
- C. the interactive method
- D. the pull method

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 220**

The project team is moving from high-level risks to detailed risks. Which of the following project phases is the project team moving between?

- A. Execution to monitor and control
- B. Initiation to planning
- C. Initiation to monitor and control
- D. Planning to execution

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 221**

A project manager determines deliverables are not meeting customer specifications. During which of the following project phases is this determination MOST likely to happen?

- A. Monitor and control
- B. Execution
- C. Closing
- D. Planning

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 222**

During a CCB, a SME evaluated the impact and provided new information because of business process changes for handling potential failure. Which of the following documents should be updated?

- A. Incident response
- B. Project plan
- C. Risk register

D. Business continuity plan

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 223**

A PM notes a feature that was delivered does not appear in the latest requirement document. The PM immediately submits a change request for remediation. Which of the following actions has the PM omitted?

- A. Identifying the risk
- B. Obtaining approval from the CCB
- C. Evaluating the impact of the risk
- D. Communicating to stakeholders

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 224**

In a projectized organization, a project manager has a need for a testing resource. The first place the project manager should look for this resource is:

- A. a dedicated resource pool
- B. an allocated resource pool
- C. a shared resource pool
- D. a benched resource pool

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 225**

A fire alarm goes off in the building where the project team works. Employees are instructed to leave the premises immediately using the stairs; they are not to use elevators, and they must gather in one place outside the building for further instructions. This is known as a:

- A. business change response
- B. change management response
- C. business continuity response
- D. risk management response

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 226**

A PM has a complex project that requires coordination among numerous stakeholders. Which of the following is the MOST appropriate type of meeting for the stakeholders to hold?

- A. Virtual
- B. Impromptu
- C. One-on-one
- D. In-person

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 227**

The managing director of a law firm has asked the project manager to create a scope statement for a new contract. Which of the following should be included in the scope statement? (Choose two.)

- A. Scope creep
- B. Deliverables
- C. Business requirements

- D. Project schedule
- E. Gate review
- F. Key performance indicators

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 228**

Which of the following tasks are responsibilities of the project manager role?

- A. Provide inputs, estimate tasks, and manage a team
- B. Manage the budget, perform quality assurance, and be accountable for artifacts
- C. Set deliverables, control risk, manage risk, and create a project charter
- D. Manage a team, marketing, roadblocks, and project steering

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 229**

A company was originally organized using a functional structure; however, the company has decided to go forward with a matrix structure to get the most utilization of resources. This is an example of:

- A. a business process change
- B. personal preference
- C. internal reorganization
- D. intraorganizational differences

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 230**

An organization is divided into three separate entities based on geographical region. Which of the following types of organizational change is this?

- A. Relocation
- B. Outsourcing
- C. Demerger
- D. Split

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 231**

After SOW and contract approvals, the project manager plans to schedule a meeting with the business analyst and several end users. The project manager's main objective in this meeting is to:

- A. identify resources
- B. baseline the schedule
- C. create deliverables
- D. define requirements

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 232**

Two parties are beginning conversations regarding the purchase of professional services. Which of the following should be in place FIRST?

- A. RFP
- B. SOW

- C. NDA
- D. LOI

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 233**

A project manager is planning to hold a meeting to discuss what went well, what did not go well, and what should be done differently. Which of the following meetings should the project manager hold?

- A. Kickoff
- B. Impromptu
- C. Closure
- D. Status

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 234**

A project manager creates a Pareto chart based on the table below:

Faulty installation	Bad electrical component	Missing parts	Poor adhesives	Other	Total
35	20	85	50	10	190
18%	11%	45%	26%	5%	100%

Which of the following describes why the team was asked to inspect and review missing parts, poor adhesives, and faulty installation?

- A. To take preventive action and identify the causes resulting in the highest number of issues
- B. To take corrective action and identify the effects resulting in the highest number of issues
- C. To take preventive action and identify and frequencies resulting in the highest number of issues

D. To take corrective action and identify the causes resulting in the highest number of issues

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 235**

A project team received a memo stating no one can come into the office for the rest of the week due to heavy forecasted rain. The project team reviews the risk management plan and carries out the risk response. The memo that prompted the activation of the risk response is referred to as the:

- A. risk owner
- B. risk impact
- C. risk review
- D. risk trigger

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 236**

Which of the following project roles is ultimately responsible for all project artifacts?

- A. Project sponsor
- B. Project coordinator
- C. Project manager
- D. Project team

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 237**

Midway through a project, the building the team works in is destroyed by a hurricane. Which of the following types of communication is BEST in this event?

- A. Incident response
- B. Business continuity response
- C. Resource change response
- D. Schedule response

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 238**

A project's stakeholders have not been informed of project updates and milestones by the CCB and project team. The stakeholders have threatened to withdraw project support. Which of the following should the project manager do to get buy-in from the stakeholders for the project?

- A. Update the communications plan to include the stakeholders
- B. Expedite completion of the project before support is withdrawn by the stakeholders
- C. Revise the quality management plan to include the project stakeholders
- D. Increase the number of status reports provided to the project stakeholders

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 239**

The PMO has asked the PM to provide a status report indicating the number of events and activities required to complete a project. Which of the following charts should the PM include in the status report?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 240**

A project sponsor approved an undocumented change without following the formal change control process. The resulting change caused an outage in a crucial accounting application. Which of the following change control processes would help mitigate the realization of this risk?

- A. Regression plan
- B. Quality plan
- C. Change validation
- D. Application version control

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 241**

A small company has a successful proof of concept for an innovative new service but lacks the necessary expertise to deploy it. Which of the following is the BEST course of action to address this deficiency?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 242**

A project manager has updated the risk register with the current risk status, probability, and impact. Risk IDs 2 and 6 have now been realized.

ID	Owner	Status	Date Identified	Strategy	Impact	Probability
1	Project manager	Open	May 1		5	50%
2	Project Sponsor	Open	May 1		2	100%
3	Scheduler	Closed	May 8		4	25%
4	Developer	Open	May 8		2	10%
5	Project manager	Open	May 8		4	25%
6	PMO	Open	May 15		1	100%

Which of the following is the NEXT appropriate step for the project manager to take?

- A. Identify risk strategies for the realized events
- B. Change the risk status to closed for 2 and 6
- C. Consult the risk management plan
- D. Update the issue log

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 243**

A stakeholder informs a project manager that a weekly status report has not been delivered via email, but the monthly status reports were received. Which of the following should the project manager do NEXT?

- A. Immediately send the current weekly status report
- B. Add email to the distribution list for the weekly status report
- C. Remove email from the distribution list for the monthly status report
- D. Consult the communications plan and act accordingly

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 244**

A project manager learns that a key team member is required to work on a different assignment within the next two weeks. In which of the following organizational structures does the project manager work?

- A. Projectized
- B. Functional
- C. Flat
- D. Strong matrix

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 245**

A stakeholder with whom the project manager has worked on numerous occasions drops by and requests that the project management add two small items to the application under development. The stakeholder has seen the value of these changes in other applications and assures the project manager they are easy, quick changes. Which of the following BEST describes how the project manager should respond?

- A. Take the request to the CCB
- B. Quickly make the changes
- C. Ask a project team member to make the changes
- D. Inform the sponsor of the stakeholder's request

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 246**

A customer is in the early planning stages of a technology rebuild. To gain a better understanding of the possible solutions, which of the following documents should the customer send to prospective vendors?

- A. RFP

- B. RFQ
- C. RFI
- D. SOW

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 247**

A busy project manager has a diverse set of stakeholders and team members with respect to age and cultural background. Which of the following is the BEST method for communicating to the project manager's audiences?

- A. Speak with each individual, and communicate with that individual according to stated and demonstrated preferences
- B. Utilize a variety of communication methods, such as email, IM, conference calls, and face-to-face meetings, to reach all the audiences
- C. Develop a communications plan that considers the individual's impact on the project and preferred communication method
- D. Determine a single best communication method to provide efficient and consistent communications to all the audiences

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 248**

An engineer is troubleshooting a malfunctioning physical deliverable and requires assistance from remote team members. Which of the following would be the BEST communication method for the engineer to use?

- A. Phone conversation
- B. Face-to-face meeting
- C. Instant messaging
- D. Video conference

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 249**

Language barriers will MOST likely influence a PM to:

- A. use more print media to communicate with the stakeholders.
- B. hire a bilingual project team that is fluent in the language to reduce conflict.
- C. hire an interpreter to ensure verbal and written communications are accurate.
- D. learn the unknown language to be able to communicate effectively with stakeholders.

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 250**

A key stakeholder claims to have not received status updates per the agreement. The PM reviews the communications plan and determines the updates were provided as agreed upon. Which of the following should the PM do NEXT to resolve the inconsistency between the communications plan and the stakeholder's expectations?

- A. Analyze the RASI chart
- B. Review previous meeting minutes.
- C. Initiate a change control request.
- D. Updates the communications plan.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 251**

A project manager is not going to finish a project on time but cannot change the deadline or add more budget. Which of the following types of change would allow the project manager to finish the project successfully?

- A. Resources
- B. Communication
- C. Organization
- D. Quality

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 252**

Many questions have arisen regarding a newly identified project. Project team members are anxious to know who will be part of the team and what the project will deliver. Which of the following would be the BEST way to provide this information?

- A. Kickoff meeting
- B. Status report
- C. Company-wide email
- D. CCB meeting

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 253**

Which of the following charts would indicate the cause and effect of tasks in a project, and for which of the following activities would the chart be used?

- A. Histogram, forecasting
- B. Ishikawa, quality control
- C. Scatter, determining resources
- D. Gantt, leveraging resources

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 254**

Analogous estimating was used earlier in a hauling project; however, through progressive elaboration, it is determined that the cost for fuel is much lower than anticipated. Which of the following types of project change should be submitted?

- A. Resources
- B. Requirements
- C. Scope
- D. Funding

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 255**

A project manager is performing resource leveling and notices one of the functional testers is assigned 40% in a second project. The project manager needs the resource to be 100% dedicated to the project; otherwise, the testing phase jeopardizes the delivery date. Which of the following should the project manager do NEXT?

- A. Ask the resource manager to deallocate the resource from the second project.
- B. Ask the resource manager to assign a new resource with 40% of allocation.
- C. Keep the resource 100% allocated in the project, as per the initial plan.
- D. Change the resource to 60% of allocation and review the mitigation plan.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 256**

When developing a project schedule, which of the following resources is the BEST to estimate task duration?

- A. Project manager
- B. Project scheduler
- C. Project team
- D. Project sponsor

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 257**

A project manager has updated the project schedule but cannot analyze the schedule performance. Which of the following steps did the project manager miss?

- A. Lock the schedule
- B. Approve the schedule
- C. Baseline the schedule
- D. Fast track the schedule

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 258**

Which of the following includes setting governance gates as well as predecessors and dependencies?

- A. Project communication
- B. Project constraints



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- C. Project change control
- D. Project scheduling

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 259**

A hurricane occurs in an area where several key project resources are located. When reviewing the project dashboard, the project sponsor sees the project is behind schedule and asks the project manager for an explanation. Which of the following documents should the project manager examine NEXT to provide an explanation?

- A. Meeting minutes
- B. Issue log
- C. Project schedule
- D. Budget

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 260**

Tasks A, B, and C have a duration of two days. Task D has a duration of three days, and Task E has duration of four days. Task A starts on Day 1, and Task B starts on Day 2. Task C starts after Task A. Tasks D and E start after Task C. Which of the following is the critical path if Task B starts on Day 3?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 261**

An approved change was implemented. Which of the following should be accomplished NEXT?

- A. Update the documentation.
- B. Validate the change.
- C. Update the project sponsor.
- D. Validate the impact.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 262**

A company just announced all third-party vendors must provide ten cybersecurity resources within six weeks. Which of the following documents should the project manager create LAST?

- A. RFI
- B. NDA
- C. MOU
- D. RFQ

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 263**

A project manager detects low performance from a team member who previously demonstrated to be a highly skilled asset. The team member explains that being part of two teams is too time consuming. This is a disadvantage of having:

- A. dedicated resources.
- B. interproject dependencies.



- C. resource overallocation.
- D. shared resources.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 264**

The Chief Executive Officer (CEO) of a company announced that a demerger operation will be completed in the next nine months. Which of the following BEST describes the organizational change?

- A. Business relocation
- B. Business reorganization
- C. Business split
- D. Business acquisition

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 265**

A project sponsor informs the project manager that the project completion date must be moved one month earlier. Which of the following should the project manager do NEXT?

- A. Recalculate the critical path, determine the new cost, schedule baselines, and initiate the change request process.
- B. Recalculate the schedule and cost variance, and report the changes to the project stakeholders and sponsor.
- C. Calculate the cost of crashing the schedule, and obtain the stakeholders' approval for the new project WBS and timeline.
- D. Calculate the additional resource requirements that are necessary to meet the new project deadline, and work with human resources to hire additional staff.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 266**

A project manager wishes to track a project's performance against the original approved schedule. Which of the following steps is necessary to capture the needed information?

- A. Determine the critical path.
- B. Determine the milestones.
- C. Set phase gates
- D. Set a baseline.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 267**

Which of the following are characteristics of a matrix organization? (Choose three.)

- A. The project manager has full authority.
- B. Resources report directly to the functional manager.
- C. Authority is shared between functional and project managers.
- D. Resources are assigned from functional area to project.
- E. There is ad hoc resourcing.
- F. The organization utilizes a bench.
- G. The project manager authority ranges from strong to weak.

**Correct Answer:** CDE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 268**

A member of a CCB notices a change request was not approved by the steering committee. Which of the following is the BEST method to handle this situation?

- A. Disapprove the change request.
- B. Evaluate the impact of the change.
- C. Develop a regression plan.
- D. Hold the change request for review

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 269**

A senior developer abruptly resigned without notice. Because of the senior developer's expertise, the active task workload was substantial.

This would MOST likely impact the project's: (Choose two.)

- A. environment
- B. scheduling
- C. requirements
- D. effectiveness
- E. scope
- F. budget

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 270**

Which of the following events would MOST likely merit immediate communication to all project stakeholders? (Choose two.)

- A. Business continuity response
- B. Milestone achievement
- C. Incident response
- D. Schedule change

- E. Change request
- F. Stakeholder changes

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 271**

A developer is experiencing constant project scope changes and reaches out to the project manager to discuss the situation. They agree the customer has requested multiple modifications to the core idea and now extra work may need to be performed. Which of the following approaches would BEST support on-time delivery considering these changes?

- A. Strict change management controls
- B. Regular Scrum meetings
- C. Continuous requirements gathering
- D. Regular milestone reviews

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 272**

A project sponsor promises the Chief Executive Officer (CEO) that a project will be completed before the next quarterly meeting. The project manager needs to take the following elements into account:

- Delivery
- Vacation
- Cost of overtime
- Work effort

Which of the following documents should the project manager use to guarantee the project's success?

- A. RACI
- B. Schedule

- C. Project charter
- D. SWOT
- E. Burn chart

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 273**

An active project is focused on quality assurance of the deliverable product. In which of the following project phases would this occur?

- A. Execution
- B. Monitor and control
- C. Planning
- D. Closing

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 274**

A vendor is late with product deliverables. Which of the following documents should the PM refer to FIRST?

- A. C&D letter
- B. MOU
- C. SLA
- D. SOW

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 275**

A project manager was reprimanded for failing to complete timely status reports and providing mixed messaging about a project's performance.

Which of the following would be responsible for discussing and resolving this issue?

- A. Project coordinator
- B. Project stakeholder
- C. Project management office
- D. Project sponsor

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 276**

A project manager noted there were many possible features that could be incorporated into a project, and the customers wavered about whether to include particular features. Which of the following is the BEST approach to ensure appropriate delivery of the project?

- A. In one section of the project charter, specify which features are included in the project, in another section, specify which features are not included in the project.
- B. The scope statement should enumerate which features are included in the project and which features are not included in the project.
- C. At the beginning and end of every meeting, the project manager should consistently remind the project team which features are included in the project and which features are not included in the project.
- D. The project requirements document lists all the features that are included in the project, and the project manager diligently ensures that features not included in the project are not included in the MOU with the customer.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 277**

A company recently discovered that it could save money by moving its call center to another country. The company entered into an agreement for call center services. Which of the following types of organizational change is this?

- A. Relocation
- B. Outsourcing
- C. Business process change
- D. Business demerger/split

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 278**

A project manager notices a lack of meeting attendance from the project team. Which of the following actions might the project manager take to BEST improve the level of attendance?

- A. Schedule the meeting directly on the attendees' calendars.
- B. Publish an agenda prior to the meeting.
- C. Increase the number of email invitations for the upcoming meeting.
- D. Send the meeting invitation by email with a read receipt.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



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