

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.

Which of the following would be the MOST beneficial?



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- 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

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

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

Correct Answer: BC

Section: (none)

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Explanation

Explanation/Reference:

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

QUESTION 3

A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services.

Which of the following documents will the company MOST likely release FIRST?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 4

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

Explanation/Reference:

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

QUESTION 5

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 6

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 7

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 8

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 9

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

Which of the following is the NEXT step?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 10

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

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 11

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 12

The project manager for a TV tower construction project receives notification that a strong storm is expected the following week.

Which of the following should the project manager do NEXT?

- A. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
- B. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.
- C. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
- D. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 13

During the initiation phase, a project manager has asked for a document containing the high-level objectives and goals for a project.

Which of the following documents would contain these items?

- A. Business case
- B. Requirements document
- C. Project timeline
- D. Task plan

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 14

The executive sponsor asks a project manager to summarize the following for a project:

1. Final capital expenditures.
2. Anticipated cost of new employee resources to support the solution.
3. Maintenance estimates.

Which of the following information should the project manager provide?

- A. Cost baseline
- B. Burn rate
- C. Cost variance report
- D. Total project cost

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

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 16

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 17

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 18

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 19

A project manager is managing a transactional project. One of the key team members is having difficulties understanding the client requirements.

Which of the following actions would be BEST for the project manager to take?

- A. Ask the client to provide additional language resources to the team.
- B. Purchase a language translation program.
- C. Hire a translator to help the key team member
- D. Ask the client to provide requirements in the native language of the team.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20

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.



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- 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

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Explanation/Reference:

QUESTION 21

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

Which of the following terms describe this requirement?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 22

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 23

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 24

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 25

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 26

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

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 27

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

- A. Execution
- B. Kickoff
- C. Closure
- D. Planning

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

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

A new project charter is being drafted.

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 30

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 31

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 32

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 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

Which of the following is a definition of an RFP?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 35

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 36

A project manager is assigned to a new project that must start immediately. No formal or approved documents have been authored for the project. The project manager must identify project roles, justify the business need, and determine project scope boundaries.

Which of the following documents should the project manager create?

- A. Business case
- B. Project charter
- C. Scope statement
- D. Project management plan

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 37

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

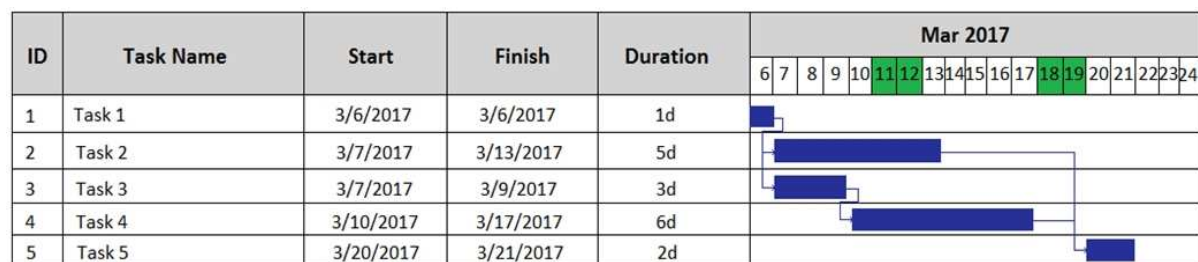
Section: (none)

Explanation

Explanation/Reference:

QUESTION 38

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



Which of the following is the new critical path of the project if Task 2 requires an additional two days to complete?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 19 days

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 39

A vendor is unable to deliver an order by the specified date.

Which of the following should be the project manager's NEXT steps? (Choose two.)

- A. The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.
- B. The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
- C. The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.

- D. The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
- E. The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.

Correct Answer: AD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

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 41

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 42

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 43

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 44

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

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 45

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 46

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 47

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

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 48

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 49

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 50

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 51

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 52

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 53

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 54

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 55

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 56

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 57

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 58

A senior manager asks a project manager for an estimated budget on a new project.

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

- A. Tell the senior manager the estimation is not available yet.
- B. Use the budget from a similar project to generate estimates.
- C. Ask a SME for an opinion and propose an estimate.
- D. Gather the team to immediately generate estimates.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 59

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 60

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=mlexbBmFJKkAuXuftgO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

QUESTION 61

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 62

A project has activities on the critical path that must be completed before other activities can start.

Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

Task B takes twice as long to complete as Task C.

Which of the following is the appropriate ordering of the critical path?

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

D. B, C, A, D

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 63

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 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 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 66

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67

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

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

D. Sponsor

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 68

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 69

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 70

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 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



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

- C. Stakeholder analysis and communication plan
- D. Scatter chart and scope analysis

Correct Answer: B

Section: (none)

Explanation

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

Explanation/Reference:

QUESTION 72

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 73

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 74

Which of the following documents need to be updated as events occur during a project? (Choose two.)

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

Correct Answer: CE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

A company has hired a new project manager. The PMO has briefed the new project manager on the following expected responsibilities for projects:

- Coordinate project schedule
- Manage to the triple constraint
- Provide performance feedback to team members' managers

Which of the following types of organizational structures did the new project manager MOST likely join?

- A. Balanced matrix

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 77

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 78

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 79

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 80

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 81

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 82

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 83

A project team on a four-year project has a shortage of workspace within an office. Which of the following is the MOST viable solution for the project team while ensuring work hours are not wasted?

- A. Secure a new facility, permit remote work, and reduce staff.
- B. Reduce staff, implement BYOD, and permit remote work.
- C. Implement BYOD, secure a new facility, and utilize shared workspaces.

D. Permit remote work, utilize shared workspaces, and implement BYOD.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

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 85

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

- A. Project sponsor
- B. Key stakeholders
- C. Project manager
- D. Project team

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 86

A new high-priority project is assigned to the project manager with a fully formed budget, deadline, and scope. The project manager is creating the project schedule.

WBS ID	Task Name	Predecessors	Duration
1.0.1	Assign project team	-----	5 days
1.0.2	Develop SOW	-----	3 days
1.0.3	Kickoff meeting	1.0.1, 1.0.2	1 day
2.0.1	Create hardware procurement requirements	1.0.3	10 days
2.0.2	Receive equipment	2.0.1	12 days
3.0	Develop software	2.0.1	20 days
4.0.1	Install software on hardware	2.0.2, 3.0	10 days
5.0	Project closeout	4.0.1	3 days

Which of the following calculations accurately shows the critical path?

- A. 20 days
- B. 39 days
- C. 49 days
- D. 52 days

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 87

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 88

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 89

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

QUESTION 90

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 91

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 92

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 93

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 94

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 95

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 96

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 97

A project has a BAC of \$850,000. The project manager has identified and documented that certain key applications were not included in the scope management plan. As reported, the CPI is 0.8, and the PMO allows only a 5% additional increment to the planned budget. Which of the following should the project manager do NEXT?

- A. Add the required work to complete the project behind \$892,500.
- B. Evaluate the impact and justify adding new work to the project.

- C. Obtain approval from the CCB.
- D. Request a budget increase of \$170,000.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 98

A project manager is releasing resources and archiving documents. Which of the following phases is the project MOST likely in?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 99

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 102

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 103

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

- A. The reduced timeline will impact the quality of the deliverables because the amount of time to test will be reduced.
- B. The reduced budget will result in reduced resources, which will lead to a strong matrix organizational structure being used.
- C. The reduced timeline will decrease risk, resulting in an increased contingency reserve.
- D. The reduced budget will cause the project manager to reject the change order.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 104

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 105**

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 106

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 107

Which of the following is a team-building stage that involves the team learning to trust one another’s abilities and begin working together as a productive group?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

Norming is where things begin to calm down. Team members know each other fairly well by now. They’re comfortable with their positions in the team, and they begin to deal with project problems instead of people problems. “Decisions are made jointly at this stage, and team members “exhibit mutual respect and familiarity with one another.

QUESTION 108

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 109

The business stakeholder has been engaged late and has just had a chance to review the approved requirements. Consequently, it has been identified that there are a number of gaps in the requirements which are critical to the stakeholders's business unit.

Which of the following actions should the project manager take?

- A. Initiate change control.
- B. Follow communications plan.
- C. Manage project quality.
- D. Prepare a performance report.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 110

A project team has determined it will need to source data from a system that was not part of the project scope.

The role of the project manager is to analyze which of the following impacts?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 111

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 112

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 113

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 114

Resources for a project report to a project manager and a functional manager.

The organizational structure is:

- A. Matrix
- B. Ad hoc
- C. Functional
- D. Projectized

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 115

The project team is not comfortable moving an expensive material.

A third party is hired to move the material. This is an example of risk:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 116

The project's network map has a loop with multiple project outcomes.

This is the result of which of the following scheduling tools?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 117

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 118

Which of the following activity sequencing techniques uses nodes to symbolize the dependencies of each activity?

- A. Critical Path Method
- B. Critical Chain Method
- C. Arrow Diagramming Method
- D. Gantt Chart Method

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 119

A project manager is not required to participate in performance appraisal meetings with team members. The project manager is working within which of the following organizational structures?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 120

A daily standup Scrum meeting is BEST accomplished in a:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 121

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 122

Which of the following is a reason for assessing risk in a project?

- A. To identify new tasks
- B. To shorten the project timeline
- C. To avoid rework
- D. To establish a budget

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 123

The project sponsor wishes to implement a 24/7 solution for the service desk, requiring the establishment of the capability on three different continents. Which of the following factors is MOST likely to influence communication methods across the project?

- A. Personal preferences and message content
- B. Level of message/report detail and confidentiality constraints
- C. Time zones and language barriers
- D. Technological and criticality factors

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 124

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 125

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 126

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 127

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 128

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 129

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 130

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 131

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



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Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 132

A project manager at a projectized organization is finishing the objective goals for the appraisal process. Performance goals have been identified for colocated individuals working on the team. Which of the following is the appropriate communication method for relaying the goals to the team members?

- A. Email
- B. Distribution of printed media
- C. Face-to-face
- D. Video conferencing

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Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 133

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 134

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 135

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 136

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 137

While developing a project schedule, the project manager is attempting to sequence the following tasks:

Task name	Predecessor(s)
A Task A	B
B Task B	C, F
C Task C	E
D Task D	A, B
E Task E	F
F Task F	

Which of the following is the correct sequence for the above tasks?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 138

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 139

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 140

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 141

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 142

Which of the following defines the minimum level of engagement of a stakeholder?

- A. Passive
- B. Invested
- C. Contributing
- D. Interested

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 143

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 144

A change is being implemented on a project, and while in testing, it becomes clear that the change cannot be finalized due to the severe impact it would have on other critical systems. Which of the following should the team consult to determine which actions to take?

- A. Incident response plan
- B. Regression plan
- C. Progress plan
- D. Business continuity plan

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 145

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

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

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 146

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 147

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 148

Tasks B and D start after Task A is completed. Task C starts after Tasks B and D are completed. task E starts after Task D is completed. Task H starts after task B is completed. Task G starts after Tasks C and H are completed. Task F starts after Task E is completed.

Following are the durations of all tasks:

Task	Duration
A	Four weeks
B	Two weeks
C	Six weeks
D	Three weeks
E	Seven weeks
F	One week
G	Two weeks
H	Nine weeks

Which of the following tasks are on the critical path?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 149

Which of the following documents should be used FIRST when addressing a vendor that is not complying with the project deliverables?

- A. SLA
- B. Project charter
- C. Risk register
- D. RFP

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 150

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 151

A Chief Executive Officer (CEO) has approached a project team member to request a project change.

Which of the following would be the BEST step for the project manager to take to prevent scope creep?

- A. Deny the CEO's request.
- B. Implement the project change.
- C. Submit the request to the CCB.
- D. Ask the CEO to follow the communications plan.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 152

Which of the following is a characteristic of a project?

- A. It solves a business problem.
- B. It created a unique service.
- C. It has a definite beginning and end.
- D. It adheres to a formal framework.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 153

A project manager has been experiencing resistance from a group of stakeholders.

With which of the following should the project manager consult to reduce friction going forward?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 154

New requirements were introduced during the execution phase of a project, and the team believes this will impact the project cost but not the timely completion of project deliverables.

Which of the following is the BEST way for the PM to validate the assessment?

- A. Ask the team for estimates, and review the project schedule and budget.
- B. Ask the team to review the product scope and validate its impact on the schedule and quality.
- C. Ask the team for estimates, and review the cost management plan.

D. Ask the team to perform a SWOT analysis, and validate the assessment.

Correct Answer: D

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

During the planning phase of a construction project, the project team discovers the site is the nesting area of rare birds, and construction could disrupt the birds' patterns. Lobbyists would like the team to move the project down the road.

Which of the following constraint and influencer types are involved in this scenario?

- A. Environmental; resources
- B. Environmental; stakeholders
- C. Deliverables; resources
- D. Deliverables; stakeholders

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 157

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 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 project sponsor, project manager, and project facilitator are drafting a project charter. The final contents of this documentation will be presented to the project steering committee for review and approval. The following sections are currently documented:

- Project description
- Draft project timeline and schedule
- Rough milestones
- Draft project budget
- Draft resources required
- High-level risk review

Which of the following sections should be included in this document?

- A. Business information
- B. Full risk assessment results
- C. Draft work breakdown structure
- D. Full resource requirements

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 161

A PM is reviewing bids from vendors and has a question.

Which of the following documents should the PM use to obtain a response?

- A. Project schedule
- B. RFP
- C. Quotation
- D. RFI

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 162

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 163

Which of the following describes some of the features of the Agile methodology?

- A. It uses a direct approach, Gantt charts, and a ticketing system.
- B. It uses an indirect approach, spreadsheets for documentation, and change request documents.
- C. It uses an iterative approach, backlogs, and burndown charts.
- D. It uses a step-by approach, an issue log, and pie charts.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 164

An organization needs a vendor to provide a solution. The organization can only describe its goals but not how to accomplish the work.

Which of the following types of procurement should be used?

- A. Request for information
- B. Request for quote
- C. Request for bid
- D. Request for proposal

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 165

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 166

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 167

Upper management asks a project sponsor to provide several ad hoc reports as a brief overview of the project's current status.

Which of the following types of reports should the project sponsor use to quickly summarize the status report data?

- A. Pie chart
- B. Run chart
- C. Project schedule
- D. Dashboard information

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 168

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 169

Which of the following analyses should a project manager use to determine problem areas for corrective action planning? (Choose two.)

- A. Planned value
- B. Schedule variance
- C. Acceptable variance
- D. Cost variance
- E. Earned value

Correct Answer: DE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 170

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 171

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 172

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 173

A project manager is required to maintain various documents and procedures.

Which of the following require ongoing attention and periodic updates?

- A. Project charter
- B. Change requests
- C. Project management plan
- D. Communication plan
- E. Project SOW

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 174

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 175

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 176

A project manager is reviewing documents to develop the project charter. While reviewing historical project documentation, the project manager decides to include the following in the charter:

- Project title description
- Preassigned resources
- Budget
- WBS
- Measurable project objectives

Which of the following components should be a part of the project management plan instead of the project charter?

- A. Project title and description
- B. Preassigned resources
- C. Budget
- D. WBS
- E. Measurable project objectives

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 177

A project is coming to the end of a phase. The PMO requires that the quality team review the work and budget before moving on to the next phase of the project.

The project manager must schedule the review of the phase and have the stakeholders present.

This review is referred to as:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 178

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 179

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 180

Given the following sprint:

Sprint	Items Not Started
Day 1	10
Day 2	7
Day 3	5
Day 4	3
Day 5	0

Which of the following charts BEST demonstrates the decreasing number of Not Started items for the sprint depicted above?

- A. Gantt chart
- B. Pareto chart
- C. Scatter chart
- D. Burndown chart

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 181

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 182

Expenditure tracking helps with cost:

- A. reporting
- B. scheduling
- C. discounting
- D. floating

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 183

On an OBS chart, there is a dashed line between some team members and the project manager, and there is a solid line connecting other members to the project manager. Additionally, some employees at a lower level on the chart have no connection to the project manager.

Which of the following does this signify?

- A. Horizontally aligned organization
- B. Vertically aligned organization
- C. Matrix aligned organization
- D. Project aligned organization

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 184

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 185

A project manager has developed the initial schedule for an upcoming project.

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 attached schedule, which of the following is the critical path?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 17 days

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 186

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 187

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 188

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 189

The design team and development team disagree about what technology should be used for a major requirement. A brainstorming meeting takes place, where both teams focus on the mutually agreed-upon deliverables.

Which of the following conflict resolution techniques did the teams use?

- A. Compromising
- B. Smoothing
- C. Confronting
- D. Forcing

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 190

A project manager is analyzing the cost variances produced when comparing two different projects completions.

Project completion	Estimated hours	Projected cost	Projected variance
6 months	400	\$24,000	-\$6,000
4 months	600	\$36,000	\$6,000

Which of the following factors could be causing the increased variance for the four-month projects? (Choose two.)

- A. Increased resource productivity
- B. Increased resource allocation
- C. Increased schedule variance
- D. Increased labor cost
- E. Increased labor overhead

Correct Answer: DE

Section: (none)

Explanation

Explanation/Reference:

QUESTION 191

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 192

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 193

Which of the following describes a project's budget overrun?

- A. The project spends only half of the funds.
- B. The project spends only the allocated funds.

- C. The project spends none of the funds.
- D. The project spends in excess of the funds.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 194

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 195

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 196

A company's management team is in a meeting to review all the products and services delivered in the first quarter of the year for profitability. They are requesting information on payback period, return on investment, and total cost of ownership. The project manager is checking the project repository for available documentation. In which of the following documents is the project manager MOST likely to find the required information?

- A. Business case
- B. Project charter
- C. Risk management plan
- D. Scope of work

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 197

A client has requested a project be completed ahead of schedule. The client understands the triple constraints and agrees to expand the defect tolerance.

Which of the following should the PM do NEXT?

- A. Crash the schedule.
- B. Notify the project team.
- C. Initiate a change request.
- D. Accept the risk.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



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