

**PK0-004**

Number: PK0-004  
Passing Score: 800  
Time Limit: 120 min  
File Version: 1

PK0-004



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

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

## Exam A

### QUESTION 1

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



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

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 2

The project manager was asked to provide recommendations for the removal of a vendor. A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation.

Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

- A. The issue log to show why the vendor should be replaced.
- B. The team action items to show why the vendor should be replaced.
- C. The scope statement to show why the vendor should be replaced.
- D. A procurement plan to show why the vendor should be replaced.
- E. A change management plan to have the vendor replaced.

**Correct Answer:** AE

**Section:** (none)

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

## **Explanation**

### **Explanation/Reference:**

Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 291, p. 327

### **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**

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 8**

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 9**

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

- A. Risk mitigation
- B. Archiving of project documents
- C. Tracking of expenditures

- D. Lessons learned
- E. Quality assurance

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **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**

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 12**

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 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**

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

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

- A. A list of realized risks
- B. A list of decomposed activities
- C. A sequenced list of project tasks
- D. A document describing agreed-upon communication methods

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 15**

A company hires an outside vendor to provide 24/7 support.

Which of the following documents would determine the contractual obligations?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 16**

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

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

- A. Throttling
- B. Crashing

- C. Resource leveling
- D. Resource smoothing

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 17**

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 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**

During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project.

Which of the following actions should the project manager take?

- A. Alert the project sponsor of the situation.
- B. Contact the customer and request more funding.
- C. Announce the project will end early due to lack of funds.
- D. Attempt to save money in downstream activities.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 20**

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 21**

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 22**

Several team members report that meeting objectives are not being met.



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

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**

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

**Explanation/Reference:**

**QUESTION 23**

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 24**

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 25**

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 26**

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 27**

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 28**

A customer has requested additional features for an active project.

Which of the following steps should take place NEXT?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 29**

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 30**

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 31**

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 32**

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 33**

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

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

- A. The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.
- B. The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
- C. The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.
- D. The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
- E. The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.

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

**Explanation/Reference:**

**QUESTION 34**

A project team is mainly based in a metropolitan area. The team also has members in a remote area, where Internet access is limited and unstable.

Which of the following factors will MOST likely influence the communication methods used in the project?

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

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

**Explanation/Reference:**

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

**QUESTION 35**

A project manager noticed the development team supporting a project does not have sufficient skills to complete the development phase. The project manager has discussed this issue with the functional manager and agreed to continue with the development phase due to time restrictions.

Which of the following strategies is the project manager applying?

- A. Accepting
- B. Mitigating
- C. Avoiding
- D. Transferring

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 36**

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

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 37**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 38**

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 39**

A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies.

Which of the following documents should the project coordinator use?

- A. Risk register
- B. Issue log
- C. Communication plan
- D. Status report

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 40**

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 41**

Which of the following is a schedule that illustrates the duration of an activity?

- A. Process diagram
- B. Ishikawa diagram
- C. Gantt chart
- D. Pareto chart

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 42**

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 43**

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 44**

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 45**

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 46**

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 47

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

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

**Correct Answer: C**

**Section: (none)**

### Explanation

### Explanation/Reference:

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

### QUESTION 48

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 49

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 50**

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 51**

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)

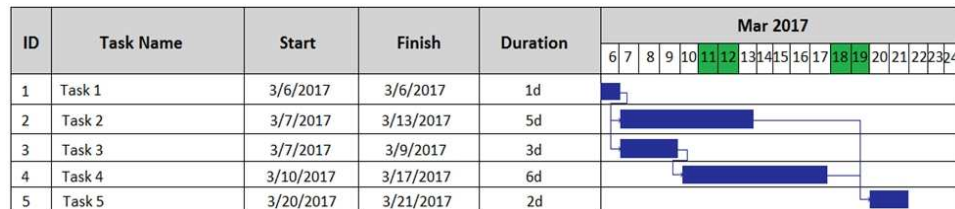
## Explanation

### Explanation/Reference:

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

### QUESTION 52

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



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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 53

A project manager has been assigned a project with a budget of \$50,000. Three change requests are submitted during execution that will increase the overall project cost to \$60,000. Which of the following steps should the project manager perform NEXT?

- A. Wait until the change requests are approved by the CCB.
- B. Approve the changes because the additional functionality is required to complete the process.
- C. Speak with the project sponsor and provide a detailed analysis of the changes and impacts to the project budget.
- D. Schedule the changes as part of the second phase of the project when additional funding will be available and work can be completed.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 54**

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 55**

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 56**

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 57**

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation
- C. Work relocation
- D. Outsourcing

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### **QUESTION 58**

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 59**

A software upgrade project has been postponed because it may impact a critical business system. Which of the following strategies has been applied?

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

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 61**

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 62**

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 63**

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 64**

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

Which of the following is 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 65**

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 66**

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 67**

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 68**

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 69**

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 70**

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

- A. SLA
- B. SOW
- C. Change request
- D. RFP

**Correct Answer:** B

**Section:** (none)

## **Explanation**

### **Explanation/Reference:**

Explanation

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

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

### **QUESTION 71**

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 72**

Using Scrum, which of the following are discussed in a daily standup meeting?

- A. What was done yesterday, what is planned for today, and what roadblocks need to be removed
- B. What was done yesterday, what is planned for the week, and what issues were resolved
- C. What was done yesterday, what is planned for today, and what deliverables were completed
- D. What was done yesterday, what is planned for this week, and what items from the backlog are priority

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

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 74**

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 75**

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 76**

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 77**

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 78**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 79**

A project team has finished creating a WBS and started developing a schedule. The team should FIRST determine the:

- A. durations.
- B. tasks.
- C. critical path.
- D. resources.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 80**

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 81**

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 82**

In a project with a BAC of \$235,000, the CPI is 0.80, and the SPI is 1.20. Based on this information, which of the following can the key stakeholders determine about the project?

- A. The project is under budget and ahead of schedule.
- B. The project is over budget and ahead of schedule.

- C. The project is under budget and behind schedule.
- D. The project is over budget and behind schedule.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### **QUESTION 83**

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 84**

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

This type of modeling relies on:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 85**

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 86**

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 87**

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 88**

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 89**

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 90

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 91

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 92**

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 93**

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 94**

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 95**

A client has provided a list of deliverables to include in the project scope. Which of the following will allow the project team to ensure all deliverables are included in the final product while managing scope creep?

- A. Requirements traceability matrix
- B. Gantt chart
- C. SWOT analysis
- D. Project charter

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 96**

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 97**

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 98**

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 99**

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 100**

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

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 101**

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 102**

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 103**

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 104**

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 105**

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 106**

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 107**

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 108**

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 109**

A customer has stated that meeting the project schedule and milestones takes priority and is, therefore, willing to spend additional funds to sustain operations. The project team must ensure completion of the:

- A. business continuity plan.
- B. incident response plan.
- C. disaster recovery plan.
- D. risk management plan.
- E. quality management plan.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 110**

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 111**

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 112**

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 113**

Which of the following is the MOST appropriate communication method for a highly confidential message to a Multilanguage global project team?

- A. Encrypted email
- B. Face-to-face communication with a translator
- C. Social media communication through a secure connection
- D. Voice conferencing

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 114**

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 115**

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 116**

A project encountered a problem and reached a milestone. In which of the following documents will the stakeholders MOST likely find information on these events?

- A. Issues log
- B. Change log
- C. Status report
- D. Meeting minutes

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 117**

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 118**

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 119**

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 120**

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 121**

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 122**

A project team has completed a major deliverable earlier than planned and wants to deliver it for testing. The team lead sends an email providing notice of task completion to the project manager.

Which of the following describes how the project manager can increase the likelihood that the deliverable moves to testing?

- A. Send an email to quality assurance and copy the project team.
- B. Call a meeting to hand off the deliverable to quality assurance.
- C. Hold a conference call to review the next deliverable with the project team.
- D. Send an email to the project sponsor and copy the project team.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 123**

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 124**

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 125**

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 126**

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 127**

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 128**

A primary work location is unsafe due to a gas leak. The project manager has implemented the business continuity plan and authorized relocation to an alternate site.

Which of the following should be notified?

- A. Sponsor
- B. PMO
- C. Affected team members
- D. Project team

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 129**

A resource is assigned to two projects with two scheduled tasks that complete at the same time.

This is known as:

- A. shared resource contention
- B. intraproject resource contention

- C. interproject resource contention
- D. dedicated resource contention

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 130**

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



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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 131**

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

- A. Gantt chart
- B. Action items

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

- C. Project schedule
- D. Meeting minutes

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 132**

Which of the following project phases would MOST likely include creating a transition plan?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 133**

The Chief Executive Officer (CEO) has announced that the hardware division will be sold to another company.

The sale of this division is an example of which of the following?

- A. Outsourcing
- B. Relocation
- C. Business process change
- D. Business merger

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 134**

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 135**

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 136**

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 137**

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 138**

Which of the following communication methods and target audiences would a project manager MOST likely select for briefings as required during a business continuity incident?

- A. Email and instant messaging to project team members and the project team members and the project sponsor
- B. Text messages to and voice conferences with all stakeholders and project team members
- C. Video conferences with key stakeholders and the project champion
- D. Instant messaging to the project coordinator and project scheduler

**Correct Answer:** C

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 139**

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 140**

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 141**

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 142**

Despite receiving regular updates, a sponsor learns a project recently slipped.

Which of the following documents can the sponsor review to determine the project's performance? (Choose two.)

- A. Status report
- B. Communication plan
- C. Issue log
- D. Project schedule
- E. Action items list
- F. Risk register

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 143**

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 144

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 145

Which of the following documents should the project manager complete if requirements have been defined, but neither a vendor nor a platform has been identified?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 146**

Which of the following charts is a mathematical diagram used to display values for two variables for a set of data?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 147**

Expenditure tracking helps with cost:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 148**

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 149**

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 150**

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 151**

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 152**

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 153**

Given the information in the table below, which of the following is the total project cost?

Component	Costs
Hardware	\$20,000
Software	\$15,000
Contracted labor	\$30,000
New deliverable marketing	\$5,000
New executive admin	\$25,000
CEO bonus	\$25,000

- A. \$40,000
- B. \$70,000
- C. \$95,000

D. \$120,000

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

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 155**

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 156**

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 157**

Which of the following make up a company's portfolio? (Choose two.)

- A. People
- B. Procedures
- C. Projects
- D. Processes
- E. Profit
- F. Programs

**Correct Answer:** CF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 158**

Which of the following resources outlines consequences of non-performance?

- A. Project sponsor
- B. Project team
- C. Customer

D. Project management office

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 159

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 160

Which of the following primary factors are used to prioritize the development of risk response strategies? (Choose two.)

- A. Likelihood
- B. Timeline
- C. Impact
- D. Quality
- E. Cost

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 161**

Which of the following job roles is MOST responsible for providing input on the project requirements, steering the project, providing expertise, and having vested interest in the project?

- A. Project scheduler
- B. Project stakeholder
- C. Project team
- D. Project coordinator

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

Which of the following documents will provide the MOST detailed information regarding the work a vendor will perform during a project?

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

**Correct Answer:** C

**Section:** (none)

### Explanation

Explanation/Reference:

### QUESTION 163

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 164

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 165**

A company engaged a third-party audit firm to provide regular financial oversight for regulatory compliance and requested a project manager to work with the firm. The PMO declines to assign a project manager and refers to another department within the company. Which of the following is MOST likely the reason for this?

- A. There are not enough project managers available for additional work
- B. The work does not align with the strategic objectives of the organization
- C. This is ongoing work the vendor has been hired to perform
- D. The third party has a reputation for expertise in this area

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

**Explanation/Reference:**

**QUESTION 166**

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 167**

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 168**

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 169**

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 170**

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**

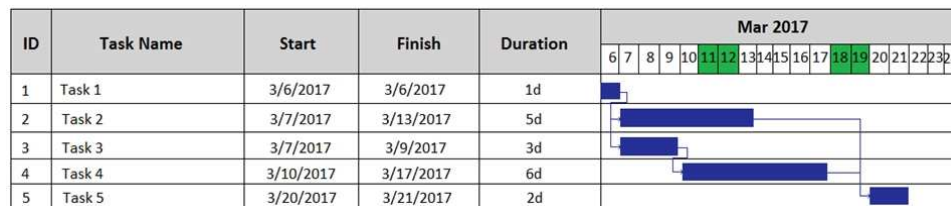
**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 171**

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



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 172**

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 173**

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 174**

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 175**

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 176**

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 177**

Upon assignment to a project, the project manager is given a set budget, a due date, and a clearly defined description of desired deliverables. Which of the following should the project manager do NEXT?

- A. Determine the flexibility between the project constraints
- B. Hold a kick-off meeting with the project team
- C. Determine procurement needs to meet the project demands
- D. Create the risk register

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 178**

A project manager is reviewing project performance. Which of the following would be the BEST indicator of the total project cost?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 179**

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 180**

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 181**

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 182**

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 183**

Which of the following represents the order of the team development stages?

- A. Forming, storming, norming, performing
- B. Forming, performing, storming, norming
- C. Forming, norming, storming, performing
- D. Forming, norming, performing, storming

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 184**

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 185**

A project needs two more months of work to be completed, but the deadline is in 35 days. The project manager heard the company recently hired an experienced person. The project manager scheduled a meeting with the functional manager to negotiate bringing the experienced person to the team. Which of the following strategies is the project manager trying to apply?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 186**

There is a project in which the team can only meet once every three months. When the team does meet, no one can remember what was discussed and decided upon last time; thus, progress is being delayed. Which of the following project management tools would help?

- A. Issue log

- B. Project charter
- C. Dashboard
- D. Meeting minutes

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 187**

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 188**

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 189**

A project sponsor approaches the project manager with a change request. During the conversation, the project sponsor claims to understand the impact of the change to the project length and has the budget to handle the cost. The sponsor also tells the project manager to send whatever needs a signature. The project manager's NEXT step should be to:

- A. document the change
- B. implement the change
- C. communicate the change
- D. prioritize the change

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 190**

A company purchased a parachute supplier and is now sending parachutes to the research and development department. Which of the following has occurred?

- A. Risk avoidance
- B. Outsourcing
- C. Business demerger
- D. Business acquisition

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 191**

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 192**

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 193**

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 194**

Which of the following is the first document issued during the procurement process in a project?

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 195**

A financial audit is being performed on a closed project. Which of the following should be communicated with FIRST?

- A. Stakeholders
- B. Project management office
- C. Functional managers
- D. Quality control

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 196**

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 197**

A key stakeholder cannot identify within the resource management plan where the project manager has authority to assign resources. Which of the following should the project manager use to answer the question?

- A. Project schedule
- B. Project management plan
- C. Project charter
- D. Staffing matrix

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 198**

A project manager is collecting the number of hours, the resources, and the amount of money spent on hardware and software. Which of the following is MOST likely the purpose of collecting this information?

- A. Financial stability
- B. Competitive advantage
- C. Budget constraints
- D. Expenditure tracking

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 199**

A project sponsor wants to know which tasks are next in the project but is unable to find this information. Which of the following may need to be adjusted?

- A. Scope document
- B. Status report
- C. Issue log
- D. Risk log

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 200**

A project facilitator is working within a large project team that includes 36 members representing different organizational groups. The current communications plan calls for full status updates to be emailed to the whole group twice per week. Which of the following factors should be considered FIRST when communicating with this group?

- A. Providing all parties with frequent updates keeps the team on the same page as the project moves forward.
- B. The large team may be dispersed over different time zones, preventing the team from receiving the status updates at the same time.
- C. The frequency, method, and level of detail provided should be different for each target audience.
- D. All team members receive the same level of detail, ensuring the accuracy of the status updates

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

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 202

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 projected 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 203

A project team has just finished one phase of product development and is gathering requirements for the next phase. Which of the following methodologies is being applied?

- A. Waterfall
- B. PRINCE2
- C. Agile
- D. Top-down

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 204**

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 205**

A project manager is implementing a new edition of a magazine with an end-of-the-week deadline. The design analyst notices two main articles were not included, as requested by the client. Which of the following constraints should be considered FIRST?

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

**Correct Answer:** C

**Section:** (none)

### Explanation

### Explanation/Reference:

#### QUESTION 206

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 207

The internal project sponsor is frustrated by a lack of concise, regular updates regarding the status of a project.

Target	Method	Frequency	Communication Type
All stakeholders	Email	Monthly or after milestone	Project status report
Project team	In-person	Daily	Project team stand-up
Project sponsor	In-person	Weekly	Project status meeting
Internal stakeholders	Email	Quarterly	Project status report

Which of the following changes would BEST satisfy the project sponsor?

- A. Add the project sponsor to all project email correspondence moving forward
- B. Include the project sponsor in all project meetings moving forward
- C. Add a new line to the communications plan to provide a weekly status report with a dashboard
- D. Include the project sponsor in the daily stand-up with the entire project team

**Correct Answer: A**

**Section: (none)**

### Explanation

**Explanation/Reference:**

**QUESTION 208**

A stakeholder wants to add four more data entry points on the accounts receivable screen of the current application being developed. Which of the following constraints would this impact directly?

- A. Risks
- B. Scope
- C. Environment
- D. Quality

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 209**

Which of the following are the components of a RACI matrix?

- A. Responsibility, authority, support, inform
- B. Responsible, accountable, consulted, informed
- C. Reliability, accountability, support, inform
- D. Responsibility, acquired, consulted, informed

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Reference: <https://www.projectsmart.co.uk/raci-matrix.php>

**QUESTION 210**

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 211**

A project manager is assigned to a project with an unfamiliar domain area. The project manager is compiling a list of stakeholders and their roles in a chart. The project manager lists SMEs in the project domain to be:

- A. delegated
- B. instructed
- C. consulted
- D. employed

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 212**

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:



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