

CompTIA

Exam Questions PK0-004

CompTIA Project+ Certification Exam



NEW QUESTION 1

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

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

Answer: D

NEW QUESTION 2

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

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

Answer: BC

Explanation:

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

NEW QUESTION 3

The key stakeholders have reported the project pace as being slow. The project sponsor would like to cancel the project if it cannot be completed before the end of the year. The project is scheduled to be completed three months after the requested date.

To alter the pace of the project, which of the following should the project manager do FIRST?

- A. Give approval for the change requested by the project sponsor.
- B. Deny the request from the project sponsor.
- C. Document the change request from the project sponsor.
- D. Ask the project sponsor to change the request.

Answer: C

NEW QUESTION 4

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

Answer: B

Explanation:

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

NEW QUESTION 5

A quality auditor finds suspicious code during a software test. For which of the following could this be a trigger?

- A. Incident response
- B. Quality control
- C. Resource changes
- D. Business continuity response

Answer: A

NEW QUESTION 6

The project manager for a TV tower construction project receives notification that a strong storm is expected the following week. Which of the following should the project manager do NEXT?

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

Answer: C

Explanation:

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

NEW QUESTION 7

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

Answer: C

Explanation:

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

NEW QUESTION 8

A Business has implemented a new online performance management tool that allows functional and project managers to rate employees online. This action is known as which of the following?

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

Answer: A

Explanation:

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

NEW QUESTION 9

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

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

Answer: AE

NEW QUESTION 10

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

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

Answer: D

NEW QUESTION 10

A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes. Which of the following should the project manager do NEXT?

- A. Gain approval for the changes.
- B. Identify the approval authority.
- C. Implement the changes.
- D. Create an emergency change request.

Answer: A

Explanation:

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

NEW QUESTION 14

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.

Answer: CD

Explanation:

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

NEW QUESTION 15

When a risk event occurs, which of the following documents is BEST suited for recording and tracking new items corresponding to the risk?

- A. Issue log
- B. Risk management plan
- C. Communications plan
- D. Risk register
- E. Status report

Answer: D

NEW QUESTION 18

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

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

Answer: CE

NEW QUESTION 19

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

Answer: B

Explanation:

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

NEW QUESTION 20

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

Answer: D

NEW QUESTION 21

The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in ADollar figure. This type of analysis is an example of which of the following?

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

Answer: C

NEW QUESTION 26

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

Answer: C

Explanation:

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

NEW QUESTION 30

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

Answer: A

NEW QUESTION 34

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

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

Answer: B

NEW QUESTION 36

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

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

Answer: A

NEW QUESTION 40

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.

Answer: C

NEW QUESTION 41

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.

Answer: B

NEW QUESTION 43

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

Answer: A

NEW QUESTION 46

When an action is taken on a risk, which of the following is being done and which document needs to be updated?

- A. Mitigating risk, and the risk register should be updated
- B. Accepting risk, and the risk review document should be updated
- C. Avoiding risk, and the risk review document should be updated
- D. Exploiting risk, and the risk register should be updated.

Answer: A

NEW QUESTION 49

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

Which of the following actions should the project manager take?

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

Answer: A

NEW QUESTION 54

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

Answer: B

NEW QUESTION 59

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

Answer: A

NEW QUESTION 61

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.

Answer: C

NEW QUESTION 62

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

Answer: C

NEW QUESTION 66

A team member was assigned a new task during a meeting. The team member did not complete the task by the end of the phase, and the PM is looking for evidence to escalate the issue. Which of the following documents could help in this situation?

- A. Issue log
- B. Action items
- C. Dashboard information
- D. Communication plan

Answer: A

NEW QUESTION 70

Which of the following is the MOST appropriate communication method for a highly confidential message to a Multilingual 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

Answer: A

NEW QUESTION 74

A project manager is creating the WBS.

In which of the following phases is the project?

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

Answer: B

Explanation:

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

NEW QUESTION 75

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

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

Answer: A

NEW QUESTION 79

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

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

Answer: D

NEW QUESTION 84

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

Answer: C

Explanation:

References:

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

NEW QUESTION 89

Two team members approach a project manager with different ideas for completing a task. After listening to the team members' ideas, the project manager does not choose either one and requires both members to finish the task as originally planned. Which of the following conflict resolution techniques is the project manager applying?

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

Answer: B

Explanation:

"Smoothing is a temporary way to resolve conflict. In this technique, the areas of agreement are emphasized over the areas of difference"

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

NEW QUESTION 90

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

Answer: C

Explanation:

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

NEW QUESTION 92

An organization has multiple projects that are taking place simultaneously.

Which of the following should be tasked with ensuring resources are appropriately allocated to projects?

- A. PMO
- B. Project sponsor
- C. Project coordinator
- D. HR

Answer: B

Explanation:

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

NEW QUESTION 94

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.

Answer: AD

NEW QUESTION 98

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

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

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

Answer: B

Explanation:

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

NEW QUESTION 103

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.

Answer: D

NEW QUESTION 105

A project manager is attempting to establish the proper sequencing and duration of project activities. Which of the following would be the MOST beneficial?

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

Answer: A

Explanation:

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

NEW QUESTION 110

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.

Answer: B

Explanation:

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

NEW QUESTION 113

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

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

Answer: BF

NEW QUESTION 118

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

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

Answer: A

NEW QUESTION 119

A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close date. The project team meets and determines that the project should be fast-tracked. Which of the following documents should the project team reference to fast-track the project? (Choose two.)

- A. Scope management plan
- B. Configuration management plan
- C. Network diagram
- D. Project schedule
- E. Project plan

Answer: CD

Explanation:

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

NEW QUESTION 124

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

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																			

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

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

Answer: A

Explanation:

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

NEW QUESTION 129

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

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

Answer: B

Explanation:

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

NEW QUESTION 130

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