



# CompTIA

## Exam Questions PK0-005

CompTIA Project+ Certification Exam

### NEW QUESTION 1

A sponsor prefers to communicate with the team using email, phone calls, conversations in the hallway, and impromptu meetings. Which of the following types of communication is the sponsor using?

- A. Informal communication
- B. Formal communication
- C. Synchronous communication
- D. Asynchronous communication

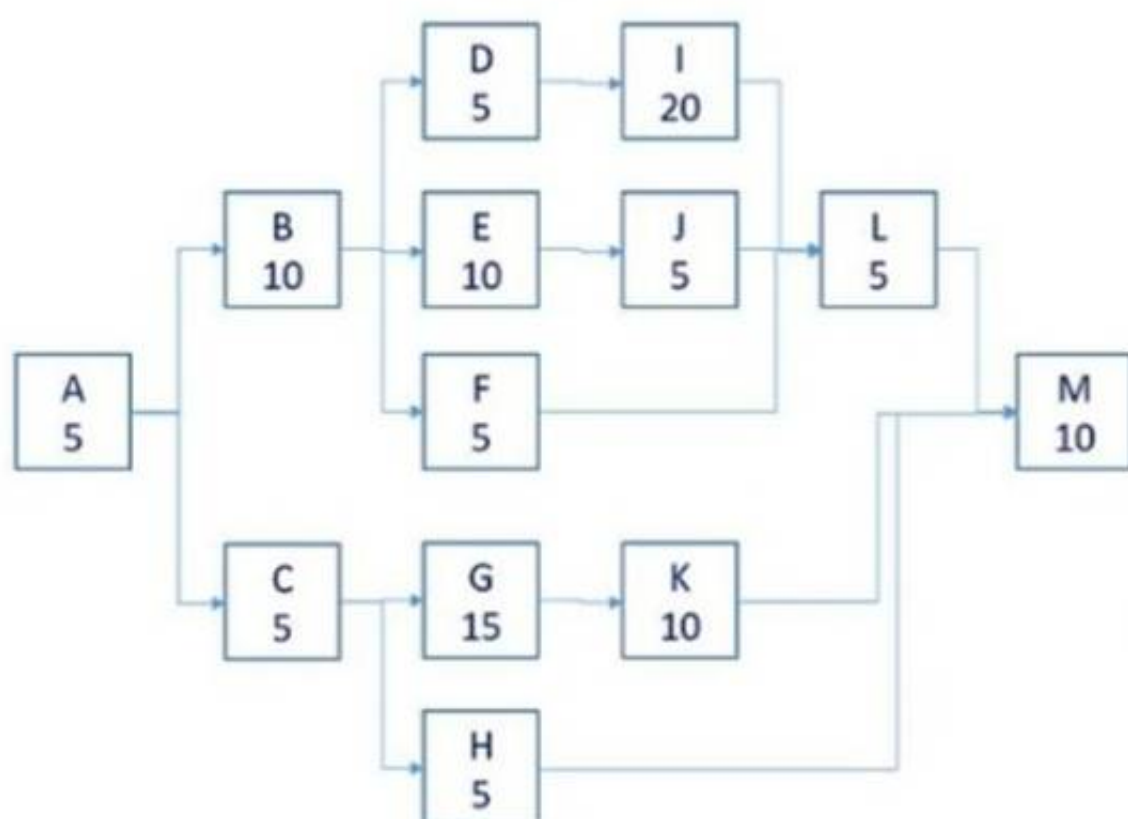
**Answer:** A

#### Explanation:

Informal communication is a type of communication that is casual, spontaneous, and unstructured. It does not follow any predefined rules, protocols, or formats. Examples of informal communication include email, phone calls, conversations in the hallway, and impromptu meetings<sup>12</sup>. The sponsor is using informal communication to communicate with the team, as these methods are convenient, flexible, and personal. However, informal communication may also have some drawbacks, such as lack of documentation, inconsistency, and potential for misunderstanding<sup>3</sup>. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations<sup>4</sup>.

### NEW QUESTION 2

Given the following network diagram:



Which of the following is the critical path?

- A. A-C-G-K-M
- B. A-B-D-I-L-M
- C. A-B-E-J-L-M
- D. A-B-F-L-M

**Answer:** A

#### Explanation:

The critical path is the sequence of tasks that determines the minimum project duration. It is the longest path through the network diagram and has the least amount of slack or float. Based on the provided network diagram, the critical path is A-C-G-K-M, which has the longest total duration when adding up the individual task durations. References = The concept of the critical path is covered in the CompTIA Project+ Certification Study Guide<sup>1</sup>. For more detailed information on how to calculate and identify the critical path in project management, you can refer to the study guide and other project management resources<sup>2</sup>.

### NEW QUESTION 3

A project manager was just assigned to a new project. Which of the following activities should the project manager undertake after accepting the project? (Select TWO).

- A. Review the detailed plan.
- B. Develop a preliminary scope.
- C. Develop a transition plan.
- D. Develop a project management plan.
- E. Review the resource pool.
- F. Review the project objectives.

**Answer:** EF

#### Explanation:

Review the resource pool and review the project objectives are activities that the project manager should undertake after accepting a new project. Reviewing the resource pool involves identifying and evaluating the availability, skills, and competencies of the human and material resources that are needed for the project. Reviewing the project objectives involves understanding and clarifying the expected outcomes and benefits of the project and how they align with the

organizational strategy and stakeholder expectations. These activities can help to plan and execute the project effectively and efficiently.

#### NEW QUESTION 4

A team is analyzing the backlog in order to decide what to include in the next sprint. Which of the following aspects is the most important for the team to take into consideration?

- A. Time to be fixed
- B. Impact to project
- C. Issue category
- D. Resource availability

**Answer: B**

#### Explanation:

When analyzing the backlog to decide what to include in the next sprint, the most important aspect to consider is the impact to the project. This involves assessing which items will provide the most value and contribute significantly towards achieving the project goals. It's crucial to prioritize work that has the highest impact on the project's success.

References = The answer is based on standard agile project management practices, particularly in the context of sprint planning where prioritization is key. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources

#### NEW QUESTION 5

Which of the following tools is best to use for storing lessons learned?

- A. Whiteboard
- B. Wiki knowledge base
- C. Content management system
- D. Workflow platform

**Answer: B**

#### Explanation:

A wiki knowledge base is a collaborative online platform that allows users to create, edit, and share information about a specific topic or domain<sup>1</sup>. A wiki knowledge base is best to use for storing lessons learned because it enables easy access, retrieval, and update of the lessons learned by project teams and stakeholders<sup>2</sup>. A wiki knowledge base can also support keyword search, version control, and linking of related documents<sup>3</sup>. A wiki knowledge base is different from a whiteboard, which is a physical or digital board that can be used for brainstorming, sketching, or presenting ideas; a content management system, which is a software application that allows users to create, manage, and publish digital content; and a workflow platform, which is a software tool that automates and streamlines business processes<sup>4</sup>. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; Capturing Lessons Learned in Project Management [2023] • Asana, Different types of lessons learned sessions and Lessons Learned Process in Project Management sections; Project Management Lessons Learned | Smartsheet, What Are Lessons Learned in Project Management? and Lessons Learned Process in Project Management sections; How to Do Lessons Learned in Project Management, Store and Retrieve sections.

#### NEW QUESTION 6

Before a configuration can be made to a system in development, a document containing information about how the new system will interact with other systems within the organization needs to be written. Which of the following relationships best describes this scenario?

- A. Start-to-start
- B. Start-to-finish
- C. Finish-to-finish
- D. Finish-to-start

**Answer: D**

#### Explanation:

A finish-to-start relationship is a type of logical dependency between two tasks, in which the first task must be completed before the second task can start. In this scenario, the document containing information about how the new system will interact with other systems within the organization is a prerequisite for the configuration of the system in development. Therefore, the document writing task must finish before the configuration task can start, which is a finish-to-start relationship. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management<sup>2</sup>

#### NEW QUESTION 7

Which of the following is a quality assurance tool?

- A. Defining project goals
- B. Identifying the root cause analysis
- C. Assessing employee efficiency
- D. Assessing skill gaps

**Answer: B**

#### Explanation:

Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks<sup>12</sup>

#### NEW QUESTION 8

A project manager realizes that a project will not be completed on time due to resource constraints. Which of the following actions should the project manager take NEXT?

- A. Trigger the contingency plan and communicate with the stakeholders.
- B. Work with the functional managers to create a work-around.
- C. Submit a change request to the change control board.
- D. Transfer the risk by hiring a new vendor who was successful on a previous project.
- E. Set up an escalation meeting with the sponsor.

**Answer:** C

**Explanation:**

Submit a change request to the change control board. The project manager should submit a change request to the change control board (CCB) if they realize that the project will not be completed on time due to resource constraints. A change request is a formal proposal to modify any aspect of the project, such as scope, schedule, cost, quality, or resources. A change request must be submitted to the CCB, which is a group of stakeholders who are authorized to review and approve changes. Submitting a change request can help to document the impact of the resource constraints on the project and seek approval for any corrective actions or preventive actions<sup>12</sup>

**NEW QUESTION 9**

An IT infrastructure change request needs to be implemented in the production environment. Which of the following elements are the most important prerequisites? (Select two).

- A. Rollback plans
- B. Project management plan
- C. Deployment plan
- D. Asset management plan
- E. Communication plan
- F. Resource management plan

**Answer:** AC

**Explanation:**

A rollback plan is a contingency plan that describes how to revert the system to its previous state in case the change fails or causes problems. A rollback plan is important to minimize the impact of a failed change and ensure the system's availability and functionality<sup>12</sup>.

A deployment plan is a document that outlines the steps and procedures for implementing the change in the production environment. A deployment plan is important to ensure the change is executed smoothly, efficiently, and securely, and that the system meets the expected performance and quality standards<sup>34</sup>.

**NEW QUESTION 10**

A company is implementing a new radar system from July to September. The project manager knows these months are the peak hurricane season for this region. Which of the following should the project manager develop to mitigate the risk to the project?

- A. Data plan
- B. Contingency plan
- C. Rollback plan
- D. Recovery plan

**Answer:** B

**Explanation:**

A contingency plan is a risk mitigation strategy that involves preparing alternative courses of action in case the original plan fails or encounters unexpected problems. A contingency plan can help reduce the impact of negative risks and ensure the project continuity and success. In this case, the project manager should develop a contingency plan to mitigate the risk of hurricanes affecting the implementation of the new radar system. For example, the contingency plan could include backup resources, alternative locations, emergency procedures, and communication channels in case of a hurricane. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management

**NEW QUESTION 10**

A project manager is assigned to a multinational project with team members from different continents. Which of the following is the MOST important aspect for the project manager to consider?

- A. Resource allocation
- B. Communication security
- C. Technological factors
- D. Cultural differences

**Answer:** D

**Explanation:**

Cultural differences are the most important aspect for the project manager to consider when assigned to a multinational project with team members from different continents. Cultural differences refer to the variations in beliefs, values, norms, behaviors, customs, and communication styles among people from different countries or regions. Cultural differences can affect how team members interact, communicate, collaborate, negotiate, make decisions, solve problems, manage conflicts, and perform tasks. The project manager should be aware of and respect the cultural differences among team members and foster a positive and inclusive team culture that leverages diversity and promotes trust and cooperation.

**NEW QUESTION 15**

During the execution phase, a new PM was assigned to a project. The PM received a request to add new functionality to the system that is being developed. While the PM was conducting a preliminary review with the team, the technical lead highlighted that this functionality request was rejected during the planning phase. Which of the following documents is the best source for the PM to use to confirm this assertion?

- A. Issue log
- B. Scope statement
- C. Risk report

D. Change log

**Answer:** D

**Explanation:**

A change log is a document that records and tracks the changes that are made to the project scope, schedule, budget, or quality. It helps the project manager to monitor and control the project performance and ensure that the changes are aligned with the project objectives and stakeholders' expectations. A change log can also include information such as the change description, impact, status, approval, and date. A change log is the best source for the PM to use to confirm the assertion that the functionality request was rejected during the planning phase, as it would show the details and reasons for the rejection<sup>12</sup>.

**NEW QUESTION 19**

An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

- A. Enterprise resource planning and end user applications
- B. Electronic document and record management systems
- C. Customer relationship management and databases
- D. Content management and financial systems

**Answer:** B

**Explanation:**

Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints. Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management systems can help to improve efficiency, productivity, collaboration, compliance, and security of document and record management processes and workflows<sup>3</sup>

**NEW QUESTION 22**

During a status meeting for a multisystem program, a program manager learns that some deliverables from another project are delayed. Which of the following should the program manager do next?

- A. Obtain details from the owner of the project.
- B. Update the critical path for the project.
- C. Apply contingency reserves.
- D. Reestimate epic user stories.

**Answer:** A

**Explanation:**

The program manager should first obtain details from the owner of the project that is causing the delay, such as the root cause, the impact, the mitigation plan, and the revised timeline. This will help the program manager to assess the situation, communicate with the stakeholders, and adjust the program schedule accordingly. Updating the critical path, applying contingency reserves, and reestimating epic user stories are possible actions that the program manager may take after obtaining the details, depending on the severity and duration of the delay. However, they are not the immediate next steps, as they require more information and analysis. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 10: Executing the Project, page 2431; Dealing with delays - Project Management Institute<sup>2</sup>

**NEW QUESTION 24**

A company is creating a new technology. The company is concerned that the project details could be compromised if a cloud service is used, and another company could launch the technology before the current projected delivery. Which of the following can the company do to minimize this risk?

- A. Use an on-premises project management scheduling tool.
- B. Limit access to members of the project team.
- C. Mandate overtime to get the project completed sooner.
- D. Ensure all team members have signed a non-disclosure agreement.

**Answer:** B

**Explanation:**

Limiting access to members of the project team is a way to minimize the risk of compromising the project details if a cloud service is used. This means that only authorized and trusted individuals can access, view, modify, or share the project information stored in the cloud. Limiting access can prevent unauthorized access, data leakage, cyberattacks, or espionage from external parties who might want to steal or sabotage the new technology. Limiting access can also reduce the risk of human error, negligence, or misconduct from internal parties who might accidentally or intentionally expose or misuse the project information<sup>123</sup>. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Cloud Security Risks and How to Mitigate Them | Cloud Academy; Cloud Security: How to Secure Your Data in the Cloud | Kaspersky; Cloud Security: Best Practices for Securing Cloud Computing | Cloud Security Alliance

**NEW QUESTION 28**

How does data discovery assist with data classification'?

- A. It shows where specific data is stored
- B. It automatically classifies data by keywords
- C. It helps to identify the data owner
- D. It provides assurance of data integrity

**Answer:** A

**Explanation:**



Data discovery is the process of finding and analyzing data across an organization's data sources, such as databases, files, cloud services, and applications<sup>12</sup>. Data discovery can assist with data classification, which is the process of assigning labels and categories to data based on its sensitivity, value, and risk<sup>34</sup>. By showing where specific data is stored, data discovery can help to:

? Identify the location and scope of sensitive data, such as personal, financial, or health information, that may require special protection or compliance measures<sup>56</sup>.

? Evaluate the data quality, accuracy, and relevance for different purposes and users<sup>78</sup>.

? Optimize the data storage, access, and governance policies and practices<sup>910</sup>. References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Data Discovery and Classification?<sup>1</sup>, Data Discovery and Classification: Working Hand in Hand<sup>2</sup>, Why Data Discovery and Classification are Important<sup>3</sup>, Data Discovery & Classification<sup>4</sup>, Data Discovery and Classification: The First Step to Data Security<sup>5</sup>, Data Discovery and Classification: A Key Component of Data Protection<sup>6</sup>, Data Discovery and Classification: The Foundation of Data Quality<sup>7</sup>, Data Discovery and Classification: The Key to Data Governance<sup>8</sup>, Data Discovery and Classification: The Essential Step to Data Optimization<sup>9</sup>, Data Discovery and Classification: The Best Practice for Data Management<sup>10</sup>

### NEW QUESTION 33

Which of the following is a reason to use a SOW on a project?

- A. To find out the contact information for the vendors
- B. To review the list of stakeholders
- C. To ensure the team stays within the scope of the contract
- D. To give explicit instruction on how to execute the work

**Answer: C**

#### Explanation:

A statement of work (SOW) is a formal document that defines the entire scope of work involved for a vendor and clarifies deliverables, costs, and timeline<sup>1</sup>. It serves as a contractual agreement between a vendor and a client, providing a comprehensive description of the work to be performed<sup>2</sup>. A reason to use a SOW on a project is to ensure the team stays within the scope of the contract, as it outlines what the team will and won't do on a project, saving from painful client negotiations and protecting the timeline and the bottom line<sup>3</sup>. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects Part 1, page 63; What Is a Statement of Work? Definition & Examples, Introduction and What Is a Statement of Work (SOW) In Project Management? sections; Statement Of Work Ultimate Guide: Simple Definition & Template, Introduction and What is a Statement of Work? sections; What Is a Statement of Work (SOW)? - Coursera, Introduction section.

### NEW QUESTION 38

A company needs to have structured cabling installed in one of its buildings. Which of the following would be the best document for the company to use to obtain and compare information on cabling services and costs from various vendors?

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

**Answer: D**

#### Explanation:

A request for proposal (RFP) is the best document for the company to use in this scenario, because it is the most detailed and personalized type of request document. An RFP allows the company to specify the project scope, requirements, deliverables, evaluation criteria, and budget for the structured cabling installation, and to solicit proposals from various vendors that can meet those needs. An RFP also enables the company to compare the vendors based on their qualifications, experience, methodology, and pricing, and to select the best one for the project. An RFP is more suitable than an RFB, RFQ, or RFI, because those documents are less comprehensive and more generic, and they do not provide enough information for the company to make an informed decision. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 5: Initiating the Project, page 1131; RFI, RFP, RFQ: Understanding the Differences<sup>2</sup>; Data Center Structured Cabling RFP Template<sup>3</sup>

### NEW QUESTION 42

Which of the following is a typical characteristic of Scrum?

- A. Large teams
- B. Low-risk scope
- C. Self-organized team
- D. Well-defined scope

**Answer: C**

#### Explanation:

A self-organized team is a typical characteristic of Scrum, which is an agile framework for managing complex projects. A self-organized team is a group of motivated and skilled individuals who have the autonomy and authority to make decisions and collaborate on how to deliver the project goals. A self-organized team does not rely on a manager or a leader to assign tasks, monitor progress, or resolve issues. Instead, a self-organized team uses Scrum events, such as daily stand-ups, sprint planning, sprint review, and sprint retrospective, to coordinate their work, communicate with each other, and inspect and adapt their process and product<sup>123</sup>. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 2: Project Methodologies, p. 55; Scrum Characteristics - Scrumiversity; What is Scrum? | Scrum.org; Characteristics of a Great Scrum Team | Scrum.org

### NEW QUESTION 43

Which of the following best represents the project impact to a company's brand value?

- A. The project is compliant with local and state laws and becomes the standard for new projects.
- B. The project promotes new initiatives to expand its benefit to other communities.
- C. The project exceeds the sales quota for the third quarter and raises the bar for next periods. The project meets the expected milestones and finishes on time and within budget.

**Answer:** B

**Explanation:**

the brand of a project should deliver the message about its value and goals, and a proper brand helps the project get the necessary support and increases loyalty. The project that promotes new initiatives to expand its benefit to other communities is the one that best represents the project impact to a company's brand value, as it shows the company's vision, cause, and reputation.

**NEW QUESTION 46**

After a migration was completed and a financial system was deployed, users have been unable to issue payment orders. Which of the following should be implemented?

- A. Rollback plan
- B. Release plan
- C. Deployment plan
- D. Contingency plan

**Answer:** A

**Explanation:**

A rollback plan is a part of the project management plan that defines how to revert the system to its previous state or baseline if the change or migration fails or causes unacceptable impacts<sup>1</sup>. A rollback plan is different from a contingency plan, which is a plan to deal with a specific risk event that may or may not occur<sup>2</sup>. A release plan and a deployment plan are not relevant to the scenario, as they are used to plan and execute the delivery and installation of the system, not to undo them. Therefore, the correct answer is

A. Rollback plan.

**NEW QUESTION 50**

As a part of a project, structured cabling activities have been outsourced to another company. The agreement is that work will take six weeks to complete and will be performed at different locations. Which of the following should the project manager do? (Select two).

- A. Purchase the materials.
- B. Assign the resources.
- C. Accept delays in the work.
- D. Approve the deliverables.
- E. Monitor the performance.
- F. Negotiate with the vendors.

**Answer:** DE

**Explanation:**

The project manager should approve the deliverables and monitor the performance of the outsourced structured cabling activities. These are the responsibilities of the project manager when dealing with external vendors or contractors, as they ensure that the quality standards, scope, schedule, and budget are met according to the contract terms and the project plan. The project manager should also communicate regularly with the vendor and provide feedback and guidance as needed. The other options are not correct because:

? Purchasing the materials is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only verify that the materials are suitable and available for the project.

? Assigning the resources is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only ensure that the vendor has the adequate and qualified resources to complete the work.

? Accepting delays in the work is not a good practice for the project manager, as it can negatively affect the project schedule, scope, and quality. The project manager should proactively identify and manage the risks and issues that may cause delays, and implement contingency plans or corrective actions if necessary.

? Negotiating with the vendors is not a task that the project manager should do during the execution of the structured cabling activities, as it should have been done during the planning and procurement phases of the project. The project manager should only adhere to the contract terms and conditions that have been agreed upon with the vendor, and only renegotiate if there are significant changes or disputes that require it. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project; Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies.

**NEW QUESTION 54**

A project team is developing an application that will allocate a building's parking spaces. The building owner does not agree with using corporate colors in the application and has blocked the release of the beta version for testing. Which of the following best describes what the project manager should have done in the initiation phase to prevent this issue?

- A. Review of existing artifacts
- B. Development of an issue log
- C. Identification and assessment of stakeholders
- D. Establishment of accepted communication channels

**Answer:** C

**Explanation:**

The project manager should have identified and assessed the building owner as a key stakeholder in the initiation phase, and understood their expectations and requirements for the application. This would have helped to avoid the conflict over the corporate colors and the delay in testing. Stakeholder identification and assessment is an important process in the initiation phase, as it helps to define the project scope, objectives, and success criteria, and to establish a communication plan<sup>12</sup>. References = CompTIA Project+ PK0-005 Certification Study Guide,

**NEW QUESTION 56**

Which of the following activities are performed during the closing phase? (Select three).

- A. Requesting project charter sign-off
- B. Recognizing project team efforts and rewarding team members

- C. Working with the financial team to obtain return of investment
- D. Revoking resource credentials from the system
- E. Updating the risk register with new findings
- F. Informing the functional manager about the release of resources
- G. Monitoring project team performance

**Answer:** BDF

**Explanation:**

The closing phase of a project involves finalizing all project activities, delivering the project deliverables, releasing the project resources, and closing out the project accounts. Some of the activities that are performed during this phase are<sup>12</sup>:

- Recognizing project team efforts and rewarding team members. This is an important activity to acknowledge the contributions of the project team, celebrate the project success, and motivate the team members for future projects. Recognition and rewards can be given in various forms, such as certificates, bonuses, gifts, or feedback.
- Revoking resource credentials from the system. This is a security measure to ensure that the project resources, such as staff, contractors, vendors, or consultants, do not have access to the project systems, data, or assets after the project is completed. Revoking credentials can prevent unauthorized access, data breaches, or misuse of project resources.
- Informing the functional manager about the release of resources. This is a communication activity to notify the functional manager, who is responsible for the allocation and management of resources, that the project resources are no longer needed and can be reassigned to other projects or tasks. Informing the functional manager can help to optimize the resource utilization, avoid resource conflicts, and plan for future resource needs.

References = CompTIA Project+ PK0-005 Certification

**NEW QUESTION 59**

A project manager has been very diligent in maintaining the version control for the documentation of requirements. Which of the following tools is the project manager using?

- A. Multiauthoring software
- B. Word processor
- C. Real-time polling
- D. Conferencing platforms

**Answer:** A

**Explanation:**

The project manager is using multiauthoring software to maintain the version control for the documentation of requirements. Multiauthoring software is a type of software that allows multiple users to create, edit, and collaborate on documents simultaneously. It also provides features such as tracking changes, commenting, reviewing, and merging versions. Multiauthoring software can help to improve the quality, accuracy, and consistency of documents and facilitate communication and feedback among stakeholders. Examples of multiauthoring software include Google Docs, Microsoft Word Online, and Confluence<sup>34</sup>

**NEW QUESTION 64**

A project manager has decided to wait until all requirements are developed to initiate testing. Which of the following relationship dependencies is the project manager using?

- A. Start-to-finish
- B. Finish-to-finish
- C. Finish-to-start
- D. Start-to-start

**Answer:** C

**Explanation:**

A finish-to-start dependency is a type of relationship dependency in project management, where the start of one task depends on the finish of another task<sup>12</sup>. In this case, the project manager is using a finish-to-start dependency, because testing cannot start until requirements development is finished. This implies that testing is a successor task, and requirements development is a predecessor task. A finish-to-start dependency is the most common type of dependency in project management, and it ensures that tasks are performed in a logical sequence<sup>34</sup>. References = CompTIA Project+ Certification Study Guide<sup>5</sup>, CompTIA Project+ Certification Exam Objectives<sup>6</sup>, Understanding Dependencies in Project Management [2023] • Asana<sup>1</sup>, Dependencies in Project Management | Smartsheet<sup>2</sup>, Understanding Task Dependencies in Project Management<sup>3</sup>, What are Dependencies in Project Management? - KnowledgeHut<sup>4</sup>

**NEW QUESTION 68**

For an upcoming project kickoff, a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

- A. Resource plan
- B. Organizational chart
- C. Project charter
- D. RACI chart

**Answer:** D

**Explanation:**

A RACI chart would be the most useful option for the project manager to illustrate roles for major project activities for an upcoming project kickoff. A RACI chart is a visual representation of a RACI matrix that shows who is responsible, accountable, consulted, and informed for each task or activity in a project using a table format. A RACI chart can help to communicate and document the roles and expectations of each team member and stakeholder for the project and ensure alignment and agreement.

**NEW QUESTION 72**

Which of the following is a consideration when determining a project's ESG factors?

- A. Project management methodology



- B. IT infrastructure security
- C. Proper accounting practices
- D. Corporate values compliance

**Answer: D**

**Explanation:**

Corporate values compliance is a consideration when determining a project's ESG factors, because it reflects how a project aligns with the ethical standards and social responsibility of the organization. Corporate values compliance can help to enhance the reputation, trust, and loyalty of the organization among its stakeholders, as well as to avoid legal or regulatory issues that may arise from violating the values. Corporate values compliance can also influence the project scope, objectives, deliverables, and stakeholders, as well as the project management methodology, processes, and practices. The other options are not directly related to ESG factors. Project management methodology is the approach or framework that guides how a project is planned, executed, monitored, and controlled. IT infrastructure security is the protection of the hardware, software, network, and data components of a project from unauthorized access, use, modification, or destruction. Proper accounting practices are the rules and standards that govern how financial transactions and statements are recorded, reported, and audited for a project. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management<sup>2</sup>; What Is Environmental, Social, and Governance (ESG) Investing

**NEW QUESTION 77**

During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase. Which of the following actions should the Program manager take?

- A. Escalate the issue with the project sponsor and ask for assistance in managing the situation.
- B. Work with the vendor to achieve a compromise that benefits everyone.
- C. Approve the invoice to avoid damaging the relationship with the vendor.
- D. Schedule a call with the vendor PM and vendor executive to review the statement of work.

**Answer: D**

**Explanation:**

The program manager should schedule a call with the vendor PM and vendor executive to review the statement of work (SOW), which is a document that defines the scope, deliverables, timeline, quality, and payment terms of the project. The program manager should clarify the expectations and criteria for user acceptance testing (UAT), which is a process of verifying that the system meets the user's requirements and expectations. The program manager should also discuss the reasons for the UAT failure and the corrective actions needed to resolve the issues. The program manager should not approve the invoice until the UAT is successfully completed, as this would compromise the quality and value of the project. The program manager should also not escalate the issue or work on a compromise without first reviewing the SOW and communicating with the vendor<sup>12</sup>.

**NEW QUESTION 78**

Given the following information:

Task	Sequence	Duration
A	B,C	10
B	D,E	15
C	F	10
D	G	20
E	G	10
F	H,I	15
G	J	5
H	J	10
I	J	20
J	END	5

Which of the following represents the critical path of the project?

- A. A-C-F-I-J
- B. A-C-F-H-J
- C. A-B-D-G-J
- D. A-B-E-G-J

**Answer: C**

**Explanation:**

The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is  $S = LF - EF$  or  $S = LS - ES$ . A task with zero slack is on the critical path. The calculations are as follows:

Task | Duration | ES | EF | LS | LF | S  
 A | 10 | 0 | 10 | 0 | 10 | 0  
 B | 15 | 10 | 25 | 10 | 25 | 0  
 C | 10 | 10 | 20 | 15 | 25 | 5  
 D | 20 | 25 | 45 | 25 | 45 | 0  
 E | 10 | 25 | 35 | 35 | 45 | 10  
 F | 15 | 20 | 35 | 30 | 45 | 10  
 G | 5 | 45 | 50 | 45 | 50 | 0  
 H | 10 | 35 | 45 | 40 | 50 | 5  
 I | 20 | 35 | 55 | 30 | 50 | -5  
 J | 5 | 50 | 55 | 50 | 55 | 0

Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack

(such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

#### NEW QUESTION 81

A PM received feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. Which of the following is the MOST effective step for the PM to take to ensure clarity within the team?

- A. Create a list of tasks and share it with the team.
- B. Resend the scope of work to the team.
- C. Review the Gantt chart weekly with the team.
- D. Have the project sponsor meet with the team.

**Answer: C**

#### Explanation:

Reviewing the Gantt chart weekly with the team would be the most effective step for the project manager to take to ensure clarity within the team after receiving feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. Reviewing the Gantt chart weekly with the team can help to clarify their roles and responsibilities, assign tasks and deadlines, track and report their status and performance, identify and resolve any issues or risks, and keep them aligned and engaged with the project goals.VVVVVVVVVVVVVVV

#### NEW QUESTION 82

Which of the following statements best describes a content management system?

- A. A system to manage electronic signatures and document workflow
- B. A system to manage database integration and provide messaging services
- C. A system to manage shared data on the web, allowing multiple contributors to create, edit, and publish
- D. A system to manage documents archival, such as emails, spreadsheets, and support tickets

**Answer: C**

#### Explanation:

A content management system (CMS) is a software application that allows users to create, manage, and deliver content via digital channels, such as websites, blogs, or social media<sup>12</sup>. A CMS enables multiple contributors to access, edit, and publish content without requiring technical knowledge or coding skills<sup>34</sup>. A CMS also provides features such as templates, workflows, media libraries, and analytics to help users design, organize, and optimize their content<sup>56</sup>. References = CompTIA Project+ Certification Study Guide<sup>7</sup>, CompTIA Project+ Certification Exam Objectives<sup>8</sup>, What Is a Content Management System (CMS)?<sup>1</sup>, What is a Content Management System (CMS) | Oracle<sup>2</sup>, What is a Content Management System (CMS)? | Adobe Basics<sup>3</sup>, What is a CMS?<sup>4</sup>, What is a Content Management System?<sup>5</sup>, Content Management System (CMS) - Definition from Techopedia<sup>6</sup>

#### NEW QUESTION 87

A stakeholder raises a concern with a project manager because of the number of emails that have been received before a coding release. Which of the following actions should the project manager take next?

- A. Inform the CCB to stop communication.
- B. Establish a RACI matrix.
- C. Escalate the communication issues.
- D. Revise the communication plan.

**Answer: D**

#### Explanation:

When stakeholders express concerns about the volume of communication, it's important to review and adjust the communication plan to ensure it meets the project's needs and stakeholders' preferences. A RACI matrix is useful for defining roles and responsibilities but does not address communication frequency or methods directly. Escalating the issue may not be necessary if it can be resolved by revising the plan. Informing the CCB (Change Control Board) to stop communication is not advisable as the CCB's role is to oversee changes, not to manage day-to-day communications. References = The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns<sup>1</sup>.

#### NEW QUESTION 89

Which of the following requires the MOST availability from the business team?

- A. SDLC
- B. Scrum
- C. PRINCE<sup>2</sup>
- D. Waterfall

**Answer: B**

#### Explanation:

Scrum requires the most availability from the business team among the given options. Scrum is a popular agile framework that organizes work into short iterations called sprints, usually lasting one to four weeks. Scrum emphasizes collaboration between teams, customers, and stakeholders and encourages open communication and transparency throughout the project lifecycle. Scrum requires frequent involvement and feedback from the business team through activities such as product backlog refinement, sprint planning, sprint review, sprint retrospective, and daily scrum meetings.

#### NEW QUESTION 92

A project implementation partner and the project manager disagree about completed requirements. The project manager shows the project requirements as 70% complete. The implementation partner validates that all requirements were completed. Which of the following would clarify what the project implementation partner was contractually expected to complete?

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

**Answer:** A

**Explanation:**

The statement of work (SOW) would clarify what the project implementation partner was contractually expected to complete after disagreeing with the project manager about completed requirements. A SOW is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. A SOW typically includes information such as purpose, scope of work, location of work, period of performance, deliverables schedule, applicable standards, acceptance criteria, special requirements, and payment schedule. A SOW can help to establish a common understanding and agreement between the client and the service provider on what needs to be done and how it will be done.

**NEW QUESTION 96**

A project manager is receiving reports of the actual project expenditures and, based on this information, is making adjustments to the budget. In which of the following phases does this occur?

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

**Answer:** D

**Explanation:**

The execution phase is when the project manager and the team execute the project plan, deliver the project outputs, and monitor and control the project performance. This includes tracking and managing the project budget, scope, schedule, quality, and risks. Making adjustments to the budget based on the actual project expenditures is part of the monitoring and controlling process in the execution phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, p. 263.

**NEW QUESTION 99**

A project manager wants to schedule a troubleshooting session for team members who are located in Germany and California. Which of the following is most important for the project manager to consider when setting up the session?

- A. Cultural differences
- B. Technological factors
- C. Time zones
- D. Language barriers

**Answer:** C

**Explanation:**

Time zones are the most important factor to consider when setting up a troubleshooting session for team members who are located in different regions of the world. The project manager should ensure that the session is scheduled at a convenient and reasonable time for all participants, and avoid scheduling conflicts or communication delays. Time zones can also affect the availability and responsiveness of stakeholders, vendors, and customers<sup>1</sup>.

**NEW QUESTION 101**

A risk management team for a software project decided to outsource the development of a specific portion of a system due to a lack of internal resources. Which of the following risk responses does this demonstrate?

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

**Answer:** B

**Explanation:**

Outsourcing the development of a system component due to a lack of internal resources is a risk response strategy known as 'transfer.' This approach shifts the risk to a third party who will now be responsible for managing that portion of the project. It is commonly used when an organization does not have the expertise or capacity to handle specific risks internally.

References = The answer is based on standard project management practices and the typical use of risk response strategies in the field. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

**NEW QUESTION 105**

A project manager has been scheduling and facilitating project meetings, scribing the minutes, distributing the minutes, and sending agendas prior to upcoming meetings. However, the project manager is frustrated because action items are not being completed. Which of the following should the project manager do to alleviate these concerns?

- A. Use a software tool during the meeting that can create a transcript of what is discussed.
- B. Have a standing agenda that is vague enough so that it can be used again.
- C. Delegate the roles and responsibilities to improve meeting management.
- D. Reprimand project team members for not completing assigned action items.

**Answer:** C

**Explanation:**

According to 6 Techniques for Running Project Management Meetings, one of the best practices for effective project meetings is to assign meeting roles to stay focused. By delegating the roles and responsibilities of facilitator, timekeeper, scribe, and presenter, the project manager can ensure that the meeting agenda is followed, the action items are recorded, and the outcomes are communicated. This can also increase the engagement and accountability of the project team members, and reduce the frustration of the project manager.

#### NEW QUESTION 106

An opportunity emerged in the middle of a project life cycle. Which of the following is the BEST action for the project manager to take?

- A. Exploit the risk.
- B. Accept the risk.
- C. Avoid the risk.
- D. Transfer the risk.

**Answer:** A

#### Explanation:

The project manager should exploit the risk after an opportunity emerged in the middle of a project life cycle. Exploit is a risk response strategy that aims to increase the probability and/or impact of a positive risk or opportunity. Exploit can involve actions such as allocating more resources, changing the scope or schedule, or adding more features or benefits to the project deliverables. Exploit can help to ensure that the opportunity is realized and that the project gains more value or advantage from it.

#### NEW QUESTION 110

During a quality analysis review, the causes of several issues have been highlighted. Which of the following should the project manager use to identify the MOST important causes?

- A. Ishikawa diagram
- B. Scatter diagram
- C. Pareto chart
- D. Decision tree

**Answer:** C

#### Explanation:

The Pareto chart should be used to identify the most important causes of issues during a quality analysis review. The Pareto chart is a graphical representation of the frequency and impact of different causes, helping to identify the most common and impactful causes. References: CompTIA Project+ Study Guide Section 3.3.3

#### NEW QUESTION 114

In order to complete a major project deliverable, very specialized resources are required for some tasks. The PM failed to take into consideration during planning that the required resources would be available for fewer hours than required. Which of the following should the PM do first to make schedule changes?

- A. Add a new risk.
- B. Perform an impact analysis.
- C. Escalate to the sponsor.
- D. Raise a change request.

**Answer:** B

#### Explanation:

According to A Guide To Schedule Updating in Project Management, one of the best practices for effective schedule updating is to perform an impact analysis before making any changes to the schedule. An impact analysis helps the project manager to assess the effects of the change on the project scope, cost, quality, risk, and stakeholder expectations. It also helps to identify the best options for resolving the issue and minimizing the negative impacts. By performing an impact analysis first, the project manager can make informed decisions and communicate them clearly to the project team and stakeholders.

#### NEW QUESTION 118

Halfway through a project, the sponsor states that the project is taking too long to complete. Which of the following should the project manager consult?

- A. Gantt chart
- B. Maintenance window schedule
- C. Functional requirements
- D. Test results

**Answer:** A

#### Explanation:

The project manager should consult a Gantt chart after the sponsor states that the project is taking too long to complete. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. A Gantt chart can help to monitor and control the project timeline and identify any delays, variances, or issues that may affect the project completion.

#### NEW QUESTION 120

A project is running over budget, and due to new legislation in the country, the company needs to release all its contractors on the project or hire them as full-time employees. Which of the following should the PM do next to comply with the new legislation?

- A. Use only full-time employees even if the project is delayed.
- B. Hire all team members to avoid any delay in the project.
- C. Close the contract and pay the contractors cash for the remainder of the project.
- D. Look for an overseas vendor to finalize the project work.



**Answer:** A

**Explanation:**

In response to new legislation requiring the release of contractors or their conversion to full-time employees, the project manager should prioritize compliance with the law. This may involve using only full-time employees, even if it results in project delays. The focus should be on legal compliance and the ethical treatment of workers, rather than solely on project timelines.

References = The answer is based on standard project management practices and the typical response to changes in legislation affecting project staffing. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

**NEW QUESTION 123**

Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

- A. Kanban board
- B. Pareto chart
- C. Ishikawa diagram
- D. Decision tree

**Answer:** C

**Explanation:**

An Ishikawa diagram is a tool that the project team should use to find the cause of the defects associated with project deliverables. An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a graphical tool that shows the possible causes of a problem or effect using a fishbone-like structure. An Ishikawa diagram can help to identify and analyze the root causes of defects or issues and find solutions to prevent or eliminate them.

**NEW QUESTION 125**

A PM is working with stakeholders in the discovery phase and comparing the cost of the project to the cost savings the project will produce when it is complete. The output of this exercise will produce the:

- A. ROI.
- B. SOW.
- C. RFI.
- D. RPR

**Answer:** A

**Explanation:**

The output of this exercise where the project manager is comparing the cost of the project to the cost savings the project will produce when it is complete will produce the return on investment (ROI). ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits or returns to its costs. ROI can help to evaluate the value or worth of a project and support decision making and prioritization. ROI is calculated by dividing the net benefits (benefits minus costs) by the total costs and multiplying by 100 to get a percentage.

**NEW QUESTION 126**

A project manager is overseeing the implementation of a major upgrade to a critical ERP system. The project sponsor is requiring that the upgrade should not exceed more than three hours of downtime for the implementation and validation in production. During cutover, the team runs into a validation issue after 2.5 hours, and the process is only 70% through the validation steps Which of the following actions should the project manager take?

- A. Notify customers the downtime will take longer than expected.
- B. Add new team members to help speed up validation.
- C. Begin executing the rollback plan.
- D. Record the issue and proceed with the implementation.

**Answer:** C

**Explanation:**

When a critical ERP system upgrade encounters a validation issue and is at risk of exceeding the allotted downtime, the project manager should begin executing the rollback plan. This action is taken to ensure that the system can be restored to its previous state without exceeding the downtime limit, thus minimizing the impact on the business operations.

**NEW QUESTION 129**

The project team determines that software installation can only begin after the desktops have been installed and can be powered on. Which of the following dependencies does this represent?

- A. External
- B. Internal
- C. Mandatory
- D. Discretionary

**Answer:** C

**Explanation:**

The dependency between software installation and desktop installation is a mandatory dependency. A mandatory dependency is a type of dependency that is inherent in the nature or logic of the work and cannot be avoided or changed. It is also known as a hard dependency or a hard logic dependency. A mandatory dependency means that one task must be completed before another task can start or finish. For example, software installation can only start after desktop installation is finished.

The dependency between desktop installation and software installation represents a mandatory dependency. A mandatory dependency is a type of task dependency that is inherent in the nature of the work being performed. In this case, software installation cannot begin until desktops are installed and powered on, and therefore, the dependency is mandatory. References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1: Identify the

project management processes and the interactions between them.

#### NEW QUESTION 132

A project manager receives an escalation from an external group reporting that an expected deliverable should have been available some time ago. After analysis, the project team realizes the deliverable was provided on time. Which of the following should the project manager do next?

- A. Request a change control ticket.
- B. Review the schedule plan.
- C. Refine the project documentation.
- D. Revise the communication plan.

**Answer: D**

#### Explanation:

When a project manager receives an escalation about a deliverable that was actually provided on time, it indicates a communication issue. The next step should be to revise the communication plan to ensure that all stakeholders are properly informed about project progress and deliverables in the future. This helps to prevent misunderstandings and ensures that everyone has the correct information.

References = CompTIA Project+ Certification Study Guide (PK0-005)

#### NEW QUESTION 137

Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

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

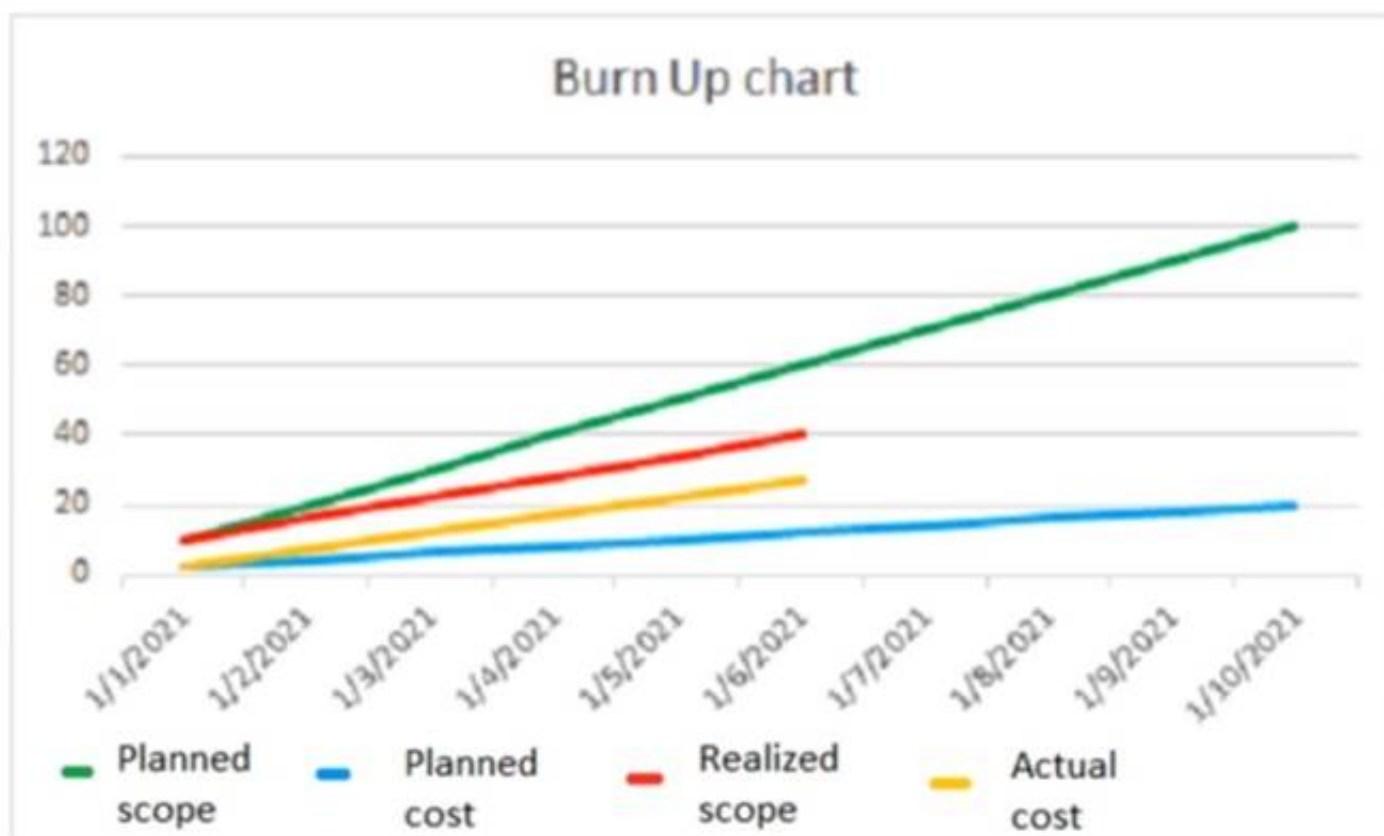
**Answer: C**

#### Explanation:

Smoothing is a conflict resolution technique that involves emphasizing the areas of agreement and minimizing the areas of difference. It is useful when the conflict is minor and the relationship between the parties is more important than the issue. Smoothing can help maintain harmony and avoid further escalation of the conflict.

#### NEW QUESTION 141

A project sponsor asked the PM to provide a summary of the current financial status. The PM uses the following burn up chart for the analysis:



Based on the chart, which of the following is the current status of the project?

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

**Answer: A**

#### Explanation:

The project manager can use the burn up chart to analyze the current status of the project based on its scope (value delivered), budget (cost), and schedule (time). A burn up chart is a graphical tool that shows how much work has been completed (burned up) versus how much work remains (scope) over time. It also shows how much budget has been spent (burned up) versus how much budget remains (budget) over time. A burn up chart can help to monitor and control the project progress and performance and identify any variances or deviations from the plan. The chart given shows that both scope and budget lines are above their respective target lines at any given time point. This means that less work has been completed than planned (scope variance) and more money has been spent than planned (budget variance) at any given time point. Therefore, the project is behind schedule and over budget.

#### NEW QUESTION 142

Which of the following pieces of data are examples of PII?

- A. Medical record and test result values
- B. IP address and email address
- C. Name and year of birth
- D. X-ray and blood type

**Answer: B**

#### Explanation:

PII stands for personally identifiable information, which is any data that can be used to identify a specific individual. Examples of PII include name, address, phone number, email address, social security number, passport number, driver's license number, etc. IP address and email address are both PII because they can be used to trace the identity and location of a person. Medical record and test result values, name and year of birth, and x-ray and blood type are not PII by themselves, but they can become PII if they are combined with other data that can link them to a specific individual. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Security, page 331. CompTIA Project+ Certification Exam Objectives, Domain 4: Project Security, Objective 4.1: Given a scenario, apply security best practices to a project, Sub-objective: Identify and classify PII.

#### NEW QUESTION 143

A project manager is organizing and running a project closure meeting. Which of the following best describes the objective of this meeting?

- A. To move the system to a production environment
- B. To obtain project sign-off
- C. To formalize the end of the contract
- D. To release resources

**Answer: B**

#### Explanation:

A project closure meeting is a formal gathering held at the end of a project timeline. Its chief purpose is to evaluate the project's performance, identify and discuss the achieved outcomes, successes, and challenges, and confirm that all predefined tasks and objectives have been completed successfully<sup>1</sup>. The project closure meeting also involves obtaining project sign-off from all necessary parties, such as the project sponsor, the client, the stakeholders, and the team members. Project sign-off is the official approval that the project has met the agreed-upon criteria and quality standards, and that the project is formally closed<sup>2</sup>.

#### NEW QUESTION 147

A project team is working remotely from different locations across the country. As part of a lessons-learned exercise, the project manager would like to identify the level of engagement among project team members. Which of the following would be the best tool for the project manager to use?

- A. Meeting chat
- B. Email
- C. Real-time survey
- D. Whiteboard

**Answer: C**

#### Explanation:

A real-time survey is a tool that allows the project manager to collect feedback from the project team members in an interactive and timely manner. A real-time survey can measure the level of engagement, satisfaction, motivation, and performance of the team members, as well as identify any issues, challenges, or opportunities for improvement. A real-time survey can also increase the participation and collaboration of the team members, as they can see the results and comments of their peers instantly. A real-time survey is more effective than a meeting chat, an email, or a whiteboard, as it can reach a larger and more diverse audience, provide more structured and quantitative data, and avoid distractions and interruptions. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Closure, p. 367; The 9 best online survey apps in 2023 | Zapier

#### NEW QUESTION 149

A project manager and team are reviewing a task that is supposed to take nine days to complete and cost \$3,000. There is a 20% chance that an associated risk related to changing requirements could occur, resulting in rework that would add an additional five days and \$1,000 in costs. Which of the following represents the total amount that should be budgeted for the task?

- A. 9 days and \$3,000
- B. 10 days and \$3,200
- C. 12 days and \$3,800
- D. 14 days and \$4,000

**Answer: B**

#### Explanation:

The total amount that should be budgeted for the task is calculated by adding the expected value of the risk to the original estimate. The expected value of the risk is the product of the probability and the impact of the risk. In this case, the expected value of the risk is  $0.2 \times (5 \text{ days and } \$1,000) = 1 \text{ day and } \$200$ . Therefore, the total amount that should be budgeted for the task is 9 days and \$3,000 + 1 day and \$200 = 10 days and \$3,200.

#### NEW QUESTION 150

Which of the following should be the PRIMARY basis for establishing metrics that measure the effectiveness of an information security program?

- A. Residual risk
- B. Regulatory requirements
- C. Risk tolerance
- D. Control objectives

**Answer:**

D

**Explanation:**

Control objectives are the desired outcomes or goals of implementing security controls to mitigate risks and protect information assets. Control objectives should be the primary basis for establishing metrics that measure the effectiveness of an information security program, as they align with the business objectives, requirements, and expectations of the organization and its stakeholders. Metrics based on control objectives can help to evaluate the performance, efficiency, and maturity of the security program, and to identify gaps, issues, and areas for improvement. The other options are not correct because:

? Residual risk is the remaining risk after applying security controls. Residual risk is not a basis for establishing metrics, but rather a result of measuring the effectiveness of security controls. Residual risk should be monitored and reported, but it does not define the desired outcomes or goals of the security program.

? Regulatory requirements are the external standards, laws, and regulations that the organization must comply with to avoid legal or financial penalties. Regulatory requirements are not a basis for establishing metrics, but rather a constraint or a driver for the security program. Metrics based on regulatory requirements can help to demonstrate compliance, but they may not reflect the actual effectiveness or efficiency of the security program.

? Risk tolerance is the level of risk that the organization is willing to accept or bear.

Risk tolerance is not a basis for establishing metrics, but rather a factor or an input for the security program. Metrics based on risk tolerance can help to prioritize and allocate resources, but they may not measure the actual outcomes or goals of the security program. References = Key Performance Indicators for Security Governance, Part 1; 14 Cybersecurity Metrics + KPIs You Must Track in 2023; KPIs in Information Security: The 10 Most Important Security Metrics; Why metrics are crucial to proving cybersecurity programs' value; Implementing and Maintaining Security Program Metrics

**NEW QUESTION 151**

Which of the following is a test that is done on an existing system to ensure the previous functionality still works after a change has been made?

- A. Smoke testing
- B. Regression testing
- C. Unit testing
- D. User acceptance testing

**Answer: B**

**Explanation:**

Regression testing is a type of testing that is done on an existing system to ensure that the previous functionality still works after a change has been made.

Regression testing is a process of retesting or verifying that a software system or application still performs as expected after it has been modified or updated with new features, bug fixes, patches, etc. Regression testing can help to detect any errors or defects that may have been introduced by the change and ensure that no functionality has been broken or degraded.

**NEW QUESTION 153**

The high-level technical requirements for a new application state that the application should be suitable to support enterprise-level client-server solutions. Which of the following meets these requirements?

- A. Data warehouse
- B. SQL database
- C. Multitier architecture
- D. Content management system

**Answer: C**

**Explanation:**

Multitier architecture is a type of software architecture that is suitable to support enterprise-level client-server solutions. Multitier architecture divides an application into logical layers or tiers that are distributed among different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. Multitier architecture can provide benefits such as scalability, performance, security, maintainability, and reusability for complex and large-scale applications.

**NEW QUESTION 155**

A customer requests some changes to a product, and those changes are approved by the CCB. Which of the following should be changed first?

- A. ROI
- B. KPI
- C. RACI
- D. SOW

**Answer: D**

**Explanation:**

The SOW (statement of work) is a document that defines the scope, deliverables, schedule, and resources of a project. It is a contractual agreement between the buyer and the seller that should be changed first when there are approved changes to the product. Changing the SOW will ensure that the project expectations and requirements are updated and aligned with the customer's requests. The other options are not documents that need to be changed first, but rather metrics or tools that can be used to measure or manage the project. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Develop a project scope document.

**NEW QUESTION 156**

Which of the following BEST identifies the intent and purpose of a project closeout report?

- A. To provide documentation of lessons learned
- B. To document variances from the initial project baseline
- C. To validate that a project has been successfully completed
- D. To release resources and terminate all access rights

**Answer: C**

**Explanation:**



To validate that a project has been successfully completed. The intent and purpose of a project closeout report is to validate that a project has been successfully completed and to summarize the goals, objectives, and outcomes of the project, as well as the lessons learned and the feedback from stakeholders. A project closeout report is a document that is submitted at the end of a project to officially conclude it and release the resources and contracts involved. It is useful for evaluating the project's success and improving the performance of future projects<sup>12</sup>

#### NEW QUESTION 161

A project manager was not part of a contract negotiation. The project manager is concerned that stakeholders will expect the project to achieve deliverables requested in the RFP. Which of the following documents should the project manager produce FIRST to start communication about the boundaries of the project?

- A. Milestone chart
- B. Work breakdown structure
- C. Project charter
- D. Detailed scope statement

**Answer:** C

#### Explanation:

The project manager should produce a project charter first to start communication about the boundaries of the project. A project charter is a document that formally authorizes a project and defines its high-level scope, objectives, assumptions, constraints, stakeholders, roles and responsibilities, and key deliverables. A project charter can help to communicate the project vision and expectations to all stakeholders and provide a basis for future project decisions<sup>23</sup>

#### NEW QUESTION 164

A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

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

**Answer:** A

#### Explanation:

The project manager has taken a risk mitigation approach by buying the item from another vendor who can supply it immediately. Risk mitigation is a strategy that involves reducing the probability and/or impact of a negative risk to an acceptable level. By purchasing the item from another vendor, the project manager has reduced the impact of the delay on the project schedule, even though it may have increased the project cost. Risk mitigation is different from risk transfer, which involves shifting the responsibility or burden of a risk to a third party, usually through a contract or insurance. Risk acceptance is a strategy that involves acknowledging the risk and being prepared to deal with its consequences. Risk sharing is a strategy that involves allocating some or all of the ownership of a risk to another party who is willing to take on that risk, usually for some form of incentive or reward. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management<sup>2</sup>

#### NEW QUESTION 165

A new junior PM who has ownership of a project does not understand how to manage conflicts involving multiple personalities. Which of the following is the best order of the stages the PM should follow to nurture the team to high performance?

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

**Answer:** D

#### Explanation:

This is the correct order of the stages of team development according to Tuckman's model<sup>123</sup>. The forming stage is where team members first meet and get acquainted. The storming stage is where team members experience conflicts and disagreements. The norming stage is where team members resolve their differences and establish norms and rules. The performing stage is where team members work together effectively and efficiently. The adjourning stage is where team members complete the project and celebrate their achievements. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Project Team Management, p. 197; The 5 Stages of Team Development (Including Examples) | Upwork; The 5 Stages of Team Development - Teamwork; Using the Stages of Team Development | MIT Human Resources

#### NEW QUESTION 169

Which of the following best describes a manufacturer's obligation to repair or change, without extra costs, any part of a product that is not functioning?

- A. Service-level agreement
- B. Functional testing
- C. Warranty period
- D. Audit

**Answer:** C

#### Explanation:

A warranty period is the time during which a manufacturer or seller agrees to repair or replace a product that is defective or does not meet the specified standards. A warranty period can be expressed in terms of duration (e.g., one year) or usage (e.g., 10,000 miles). A warranty period is a form of consumer protection that obliges the manufacturer or seller to bear the costs of repairing or changing any part of the product that is not functioning properly<sup>1</sup>.

#### NEW QUESTION 174

A PM learns about some communication issues with different stakeholders and team members. Which of the following should the PM do NEXT?

- A. Escalate the communication issues.
- B. Implement a communication platform.
- C. Review the communication plan.
- D. Talk with the head of the PMO.

**Answer: C**

**Explanation:**

The project manager should review the communication plan after learning about some communication issues with different stakeholders and team members. A communication plan is a document that defines and documents the communication goals, strategies, methods, channels, frequency, roles, and responsibilities for a project. A communication plan can help to facilitate effective and timely communication among all stakeholders involved in a project and avoid confusion, misunderstanding, or conflicts.

**NEW QUESTION 177**

Which of the following should be considered first when determining the privacy management for project data?

- A. Evaluating the current privacy protection program
- B. Understanding applicable privacy regulations
- C. Maintaining awareness of industry best practices
- D. Implementing security role-based controls

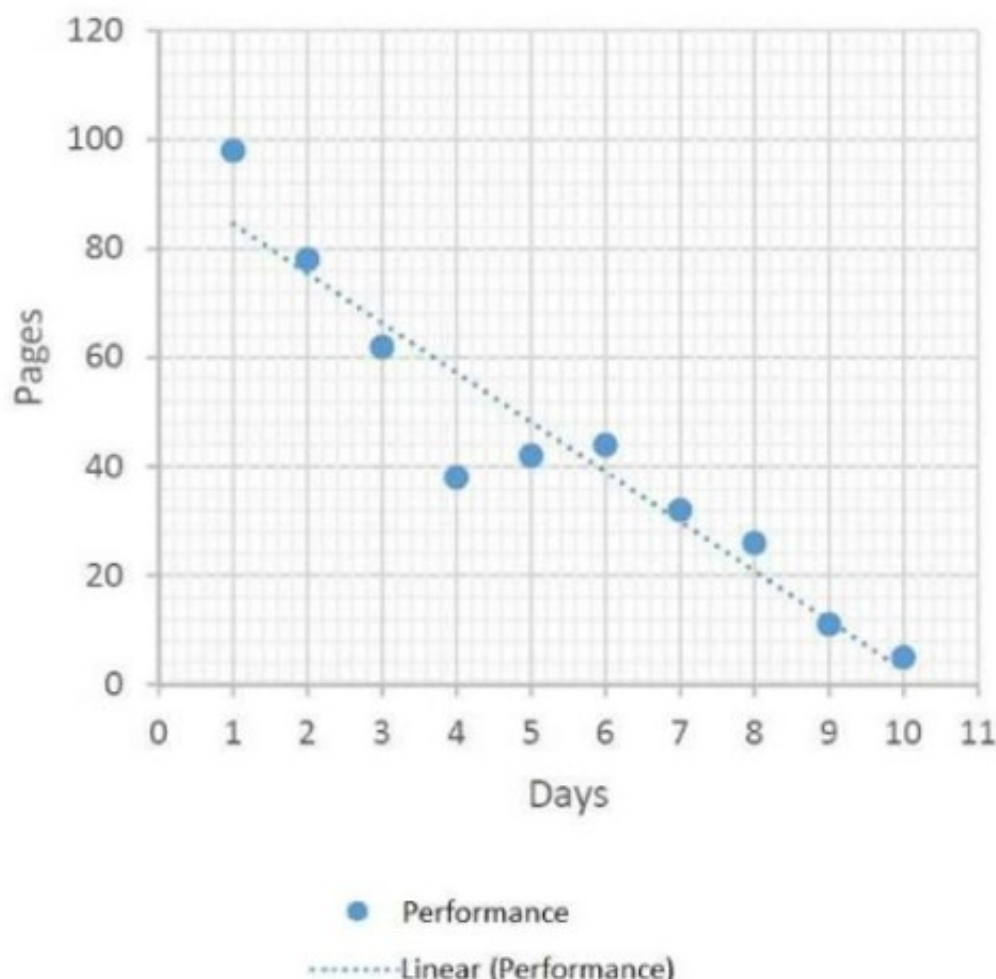
**Answer: B**

**Explanation:**

Before starting a new project that involves personal data, the project manager should first understand the relevant privacy regulations that apply to the data subjects, the data controllers, and the data processors. These regulations may vary depending on the location, industry, and nature of the data. For example, GDPR applies to any project that processes the personal data of individuals in the European Union, regardless of where the project is based or executed. Understanding the applicable privacy regulations will help the project manager to identify the legal obligations, risks, and compliance requirements for the project data. References = CompTIA Project+ Study Guide, Chapter 3: Project Planning, Section 3.4: Data Privacy and Security, p. 121-122; A Project Management Approach to Data Protection Compliance; 10 Data Protection Considerations Before Starting a New Project; Project Teams Must Manage Risk and New Requirements to Ensure Data Privacy

**NEW QUESTION 179**

A project team member wrote a user guide over the past ten days. Given the following scatter diagram.



Which of the following can be formally conducted?

- A. The team member prioritized other tasks over the completion of this task
- B. The team member had performance issues over time.
- C. There is a negative correlation between time and output
- D. This is a display of units of outstanding work to predict completion

**Answer: C**

**Explanation:**

The scatter diagram shows a clear negative correlation between time (days) and output (pages), meaning as time progresses, the number of pages completed decreases. This is evident from the downward trend of the plotted points on the graph. References = CompTIA Project+ Certification Study Guide, Chapter 3: Project Execution, page 130; CompTIA Project+ Certification Exam Objectives, Domain 3.0: Project Execution, Objective 3.3: Analyze project performance by using appropriate tools and techniques, Sub-objective 3.3.2: Given a scenario, interpret the results of data analysis using appropriate tools and techniques, Knowledge of: Scatter diagrams.

**NEW QUESTION 182**

Government projects require that personnel submit to background screenings for certain clearance requirements. Which of the following best describes this process?

- A. Data security
- B. Operational security
- C. Physical security
- D. Digital security

**Answer: B**

**Explanation:**

Operational security is the process of identifying, protecting, and controlling sensitive information and activities from unauthorized access or disclosure. Operational security includes background screenings for personnel who need to access classified or restricted information or resources, as well as implementing policies and procedures to prevent leaks, breaches, or espionage. Operational security is essential for government projects that involve national security, defense, intelligence, or law enforcement. Operational security is different from data security, which is the process of safeguarding data from unauthorized access, use, modification, or destruction. Data security includes encryption, authentication, authorization, backup, and recovery of data. Operational security is also different from physical security, which is the process of securing physical assets, such as equipment, data, or personnel, from unauthorized access or damage. Physical security includes locks, alarms, cameras, guards, and fences. Operational security is also different from digital security, which is the process of protecting digital devices, networks, and systems from cyberattacks, malware, or hacking. Digital security includes firewalls, antivirus, VPN, and passwords. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management<sup>2</sup>; What is Operational Security (OPSEC)?<sup>3</sup>

**NEW QUESTION 186**

A project was closed according to the planned project schedule. Security teams later identified that one of the contractors stole data after the project's closure. Which of the following would have most likely prevented the data from being stolen?

- A. Removing access
- B. Closing contracts
- C. Project sign-off
- D. Project evaluation

**Answer: A**

**Explanation:**

Removing access means revoking the contractor's permissions to access the project data, systems, and devices after the project is closed. This is a crucial security measure to prevent unauthorized access, misuse, or theft of sensitive data by external parties. Closing contracts, project sign-off, and project evaluation are important steps in the project closure process, but they do not necessarily prevent data theft by themselves. They may involve formal agreements, documentation, and feedback, but they do not address the technical aspects of data security. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 14: Closing the Project, page 3771; 9 Ways to Prevent Third-Party Data Breaches in 2023<sup>2</sup>; 3 Ways to Prevent Data Theft by Contractors<sup>3</sup>

**NEW QUESTION 187**

To gather requirements from stakeholders, the project manager sits down with them and allows them to discuss freely. Which a following technique is the project manager utilizing?

- A. Process moving
- B. Brainstorming
- C. Interview
- D. Focus group

**Answer: D**

**Explanation:**

A focus group is a technique that involves bringing together a group of stakeholders and facilitating a discussion to elicit their opinions, needs, and expectations about the project. This technique can help to gather requirements from stakeholders in an interactive and collaborative way<sup>1</sup>, p. 67

**NEW QUESTION 188**

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