

## PK0-004 Dumps

### CompTIA Project+ Certification Exam

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**NEW QUESTION 1**

Which of the following risk strategies is represented by the purchase of insurance?

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

**Answer:** C

**Explanation:**

“Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on”

**NEW QUESTION 2**

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 3**

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 4**

A project manager has identified a minor skills gap in the operational team that will end up supporting the project solution. Which of the following is the BEST risk mitigation strategy that the project manager should use?

- A. Organize adequate training and have one of the operational staff as part of the project team.
- B. Raise a risk in the risk register, identify the likelihood and the consequence of the risk occurring.
- C. Have the project adequately document the solution and ensure a transition is in place.
- D. Escalate this as an issue to the project control board and ensure that there is adequate discussion.

**Answer:** A

**NEW QUESTION 5**

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

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

**Answer:** C

**NEW QUESTION 6**

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 7**

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 8

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

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

**Answer:** D

#### Explanation:

References <https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+appr>

#### NEW QUESTION 9

Which of the following job roles is primarily tasked with communicating the project timeline changes?

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 10

Which of the following charts is a graphical representation of the causes of a specific event?

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

**Answer:** C

#### Explanation:

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

#### NEW QUESTION 10

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house a different type of reptile that will require a different temperature range than the capacity of the installed system. The modification has been approved.

Which of the following constraints are MOST likely to be affected? (Choose two.)

- A. Quality because the existing system is now outside the threshold.
- B. Requirements because this is a change to initial scope.
- C. Cost because replacing the system incurs additional expense.
- D. Schedule because this was an unscheduled task and will impact the timeline.
- E. Stakeholders because they will need to understand the modification and provide buy-in.

**Answer:** CD

#### Explanation:

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

#### NEW QUESTION 11

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

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 16**

A milestone task on the critical path has been completed. Which of the following should the project manager notify?

- A. Owner of predecessor task
- B. Project team
- C. Project sponsor
- D. Project steering committee

**Answer: C**

**NEW QUESTION 18**

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility. Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 20**

A company hires a number of interns and assigns them key roles on a project. Which of the following should the project manager MOST likely anticipate?

- A. Reduced quality
- B. Reduced scope
- C. Reduced risk
- D. Reduced timeline

**Answer: A**

**NEW QUESTION 25**

A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies. Which of the following documents should the project coordinator use?

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 29**

A risk with a high probability and medium consequence to a project has been identified. In response, the project manager has purchased an insurance plan with the intent to provide additional funds if the risk is realized. There is no risk to the schedule or scope. Which of the following types of risk strategies is this an example of?

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

**Answer: B**

**Explanation:**

“Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on”  
Excerpt From: Kim Heldman. “CompTIA Project+ Study Guide.” iBooks.

**NEW QUESTION 34**

Resources for a project report to a project manager and a functional manager. The organizational structure is:

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

**Answer:** A

**NEW QUESTION 39**

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 44**

A new stakeholder has requested the status and progress reports for the project milestones. Which of the following documents should the project manager address FIRST?

- A. Project communication plan
- B. Project status report
- C. Project management plan
- D. Project backlog

**Answer:** C

**NEW QUESTION 49**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 51**

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 53**

Which of the following describes KPIs?

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

**Answer:** C

**NEW QUESTION 58**

A project manager needs to identify the resources assigned to a particular task. In which of the following documents can this information be found?

- A. Project schedule
- B. Cost plan
- C. Scope statement
- D. Impact assessment

**Answer:** A

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 156

**NEW QUESTION 61**

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

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

**Answer:** BC

**NEW QUESTION 66**

A software development project is struggling with a certain technology that is unknown to the project team. A project manager has received a third-party proposal to transfer the risk. Which of the following should the project manager do NEXT?

- A. RF1
- B. RFP
- C. RFQ
- D. Change request
- E. Request for bid

**Answer:** E

**NEW QUESTION 70**

Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

- A. Managing change
- B. Fast tracking
- C. Rolling wave planning
- D. Crashing

**Answer:** B

**NEW QUESTION 73**

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference. Which of the following is MOST likely to be the main challenge the influences this decision?

- A. Geographical factors
- B. Language barriers
- C. Cultural differences
- D. Technology factors

**Answer:** A

**Explanation:**

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

**NEW QUESTION 77**

A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project.

Which of the following would the project manager MOST likely do?

- A. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk.
- B. Raise a purchase order to purchase the licensing and ask the team member to install it.
- C. Amend the project scope and raise a project change request to obtain approval of the amendment.
- D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

**Answer:** A

**NEW QUESTION 80**

Which of the following elements should be included on a responsibility assignment matrix?

- A. Responsible, accountable, consulted, informed
- B. Resource, accountable, signoff, input
- C. Responsible, accurate, confidential, informed
- D. Resource, accountable, consulted, informed

**Answer:** A

**NEW QUESTION 84**

Which of the following inherently affects quality standards?

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



D. WBS

**Answer:** D

**NEW QUESTION 85**

Which of the following is an example of a project?

- A. Purchasing pedometers from local retail stores for employees
- B. Implementing a health awareness program at an organization
- C. Conducting semi-annual blood drives at an organization
- D. Presenting a scripted workshop at an organization's three locations

**Answer:** B

**NEW QUESTION 86**

A project has activities on the critical path that must be completed before other activities can start. Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

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

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

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

**Answer:** D

**NEW QUESTION 89**

Which of the following techniques modifies the schedule based upon resource constraints?

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

**Answer:** A

**NEW QUESTION 92**

A project in the execution phase is over budget, and tasks on the critical path are on schedule. Which of the following should the project manager do NEXT?

- A. Update the project management plan.
- B. Issue a change request.
- C. Revise the project charter.
- D. Evaluate the impact to the baseline.

**Answer:** D

**NEW QUESTION 95**

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

Which of the following documents would determine the contractual obligations?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 99**

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 102**

Which of the following is the MOST likely target audience to be notified of the achievement of a key milestone in a project schedule?

- A. Project manager and project scheduler
- B. Project coordinator and project sponsor
- C. Project champion and project scheduler
- D. Project stakeholders and project team

**Answer:** D

**Explanation:**

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

**NEW QUESTION 104**

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs.

Which of the following actions should the project manager take?

- A. Submit a new change request.
- B. Initiate the regression plan.
- C. Add remediation to the schedule.
- D. Accept the new power output.

**Answer:** B

**Explanation:**

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

**NEW QUESTION 108**

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 109**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 114**

The project manager is reviewing the earned value of work completed compared to the planned value and is representing it in a dollar 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 116**

A stakeholder is unaware of a project's status.

Which of the following documents should the project manager consult to ensure all stakeholders are notified of project changes? (Choose two.)

- A. Status report
- B. Organizational chart
- C. RACI matrix
- D. Meeting minutes
- E. Communication plan

**Answer:** AD

**Explanation:**

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



**NEW QUESTION 118**

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 120**

A project manager is assigned to an ongoing project. Which of the following is the FIRST document the protect manager should review?

- A. Project schedule
- B. Action items
- C. Project charter
- D. Communication plan

**Answer:** A

**NEW QUESTION 121**

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

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

**Answer:** D

**NEW QUESTION 126**

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 131**

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

Coordinate project schedule

Manage to the triple constraint

Provide performance feedback to team members' managers

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

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

**Answer:** D

**NEW QUESTION 132**

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

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

- A. Throttling
- B. Crashing
- C. Resource leveling
- D. Resource smoothing

**Answer:** B

**Explanation:**

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

**NEW QUESTION 133**

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action.

Which of the following techniques is the project manager using?

- A. Compromising

- B. Smoothing
- C. Withdrawing
- D. Accepting

**Answer:** C

**Explanation:**

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

**NEW QUESTION 134**

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 137**

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 140**

A project manager is informed that a team member would like to enhance the code with an additional function. Which of the following should the project manager do NEXT?

- A. Submit a change request.
- B. Evaluate the impact of the change.
- C. Get approval from the CCB.
- D. Communicate the change to stakeholders.

**Answer:** B

**NEW QUESTION 145**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 147**

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

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

**Answer:** B

**Explanation:**

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

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

**NEW QUESTION 150**

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 152**

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

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

**Answer:** D

**NEW QUESTION 157**

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 162**

A carpenter on a project team reports there is insufficient time to accomplish tasks on schedule. Which of the following is the FIRST step the project manager should take?

- A. Assess the risk register's new items.
- B. Review the task start and finish dates.
- C. Obtain additional resources.
- D. Analyze the assigned hours.

**Answer:** A

**NEW QUESTION 165**

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 167**

A project manager procures additional resources from a local company. Which of the following-describes this event?

- A. Reorganizing
- B. Onboarding
- C. Offshoring
- D. Outsourcing

**Answer:** A

**NEW QUESTION 169**

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 ABudget

**Answer:** C

**NEW QUESTION 170**

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

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

Which of the following calculations accurately shows the critical path?

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

**Answer:** D

#### NEW QUESTION 175

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 178

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

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

**Answer:** A

#### NEW QUESTION 183

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 188

During the storming stage of a project team's development, it is common to experience confusion about tasks and responsibilities because:

- A. there is unfamiliarity with the project structure.
- B. there is a lack of trust among team members.
- C. there are minimal team decisions.
- D. there is no engagement of the team by the project manager.

**Answer:** B

#### NEW QUESTION 193

Which of the following are examples of organizational change? (Choose two.)

- A. Relocation
- B. Scope
- C. Business process
- D. Schedule

E. Risk event

**Answer:** AC

**Explanation:**

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

**NEW QUESTION 195**

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

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

**Answer:** D

**NEW QUESTION 198**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 203**

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 208**

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 209**

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

- A. A program is a combination of multiple projects.
- B. A program contains an element of the project.
- C. A program is a part of a project.



D. A program uses half of the project's budget.

**Answer:** A

**Explanation:**

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

**NEW QUESTION 210**

A senior manager asks a project manager for an estimated budget on a new project. Which of the following is the BEST step for the project manager to take?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 213**

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

**Answer:** C

**Explanation:**

References: <https://teamweek.com/blog/2017/09/top-project-management-methodologies/>

**NEW QUESTION 215**

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

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

**Answer:** A

**NEW QUESTION 216**

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 221**

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 226**

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



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

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

**Answer:** AE

**Explanation:**

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

**NEW QUESTION 231**

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

Which of the following documents should the project manager create?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 233**

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 235**

During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.

Which of the following should have occurred to prevent this issue?

- A. During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.
- B. The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.
- C. During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.
- D. During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down.

**Answer:** B

**Explanation:**

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

**NEW QUESTION 239**

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

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

**Answer:** B

**NEW QUESTION 243**

Which of the following is described as placing responsibility for addressing the potential effects of an uncertain future event on an entity outside the organization?

- A. Risk avoidance:e
- B. Risk transfer
- C. Risk exploitation
- D. Risk mitigation

**Answer:** B

**NEW QUESTION 247**

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

- A. Add the required work to complete the project behind \$892,500.
- B. Evaluate the impact and justify adding new work to the project.
- C. Obtain approval from the CCB.
- D. Request ABudget increase of \$170,000.

**Answer:** C

**NEW QUESTION 251**

Which of the following describes ABurn rate?

- A. The rate at which project documents are disposed.
- B. The rate at which project personnel leave the project.
- C. The rate at which the project budget is used.
- D. The rate at which the timeline increases.

**Answer:** C

**Explanation:**

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

**NEW QUESTION 254**

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 255**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 259**

The project's network map has a loop with multiple project outcomes. This is the result of which of the following scheduling tools?

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

**Answer:** D

**NEW QUESTION 261**

A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

- A. Risk register
- B. Post-mortem analysis
- C. Issue log
- D. Procurement report

**Answer:** B

**Explanation:**

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

**NEW QUESTION 265**

Which of the following shows projected project expenditures?

- A. Work breakdown structure
- B. Cash flow schedule
- C. Cash burn rate
- D. Budget milestone

**Answer:** A

**NEW QUESTION 270**

A project team is spread between two countries on different continents. Which of the following factors are MOST likely to influence communication methods selected for the communication plan? (Select TWO).

- A. Interorganizational constraints
- B. Personal preferences
- C. Language barriers
- D. Cultural differences
- E. Confidentiality constraints

**Answer:** CD

**NEW QUESTION 273**

A project has fallen behind schedule. Upon investigation, the project manager determines that team members have implemented requirements relayed via impromptu hallway meetings with the client.

Which of the following should the project manager do to resolve this issue?

- A. Update the scope management plan.
- B. Modify the project baselines.
- C. Implement change control management.
- D. Inform the stakeholders of the issue.

**Answer:** D

**NEW QUESTION 278**

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

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

**Answer:** A

**NEW QUESTION 279**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 280**

The project sponsor has cut the resources required for project completion. The project manager cannot complete the project without additional resources. Which of the following should the project manager do to obtain the resources?

- A. The project manager should identify and document the reasons for the additional resources in a change request.
- B. The project manager should hire additional resources temporarily to complete the project.
- C. The project manager should terminate the project until additional resources are added to the project.
- D. The project manager should ask the project team members to take on more tasks to complete the project on time.

**Answer:** A

**NEW QUESTION 284**

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

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

D. Scatter chart and scope analysis

**Answer:** B

#### NEW QUESTION 288

An organization has determined that all projects must use a remote dashboard to allow portfolio management. Which of the following would enforce this directive?

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

**Answer:** A

#### NEW QUESTION 293

The final project report should contain which of the following?

- A. Minutes of all the project meetings
- B. Project design documentation
- C. Detailed breakdown of the schedule
- D. Summary of the project cost

**Answer:** D

#### NEW QUESTION 296

A project manager is working on the project charter. Which of the following phases does this describe?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 298

Which of the following is the primary purpose of an MOA or an MOU?

- A. State expectations of all signatory parties to reduce potential misunderstandings.
- B. Facilitate potential legal action and resulting remediation if one of the signatory parties violates any terms.
- C. Enumerate ADetailed code of conduct for all employees, contractors, and subcontractors participating in the program.
- D. Provide transparency to competitors regarding all signatory parties.

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 299

After identifying all known tasks, the project manager has started to sequence and set durations.

Which of the following describes how the project manager should BEST determine the initial sequence and durations?

- A. Use milestones identified in the project charter.
- B. Use datABased on past knowledge.
- C. Hold a full team workshop to review the complete WBS.
- D. Collaborate with other project managers.

**Answer:** A

#### NEW QUESTION 303

A project manager has an opportunity to add a highly skilled expert to the team who can increase the probability of the project's success.

Which of the following risk strategies should the project manager adopt?

- A. Exploitation
- B. Avoidance
- C. Acceptance
- D. Mitigation

**Answer:** A

#### Explanation:

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

**NEW QUESTION 305**

A vendor has accepted a proposed project from a customer.

Which of the following is MOST likely to be the first document created by the project manager?

- A. Project charter
- B. Project management plan
- C. Project statement of work
- D. Project schedule

**Answer:** C

**Explanation:**

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

**NEW QUESTION 306**

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

Which of the following terms describe this requirement?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 310**

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