

CompTIA.PK0-005.vJan-2024.by.Jacky.86q

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Exam Code: PK0-005

Exam Name: CompTIA Project+



Exam A

QUESTION 1

While developing a project charter, a PM discovers that some of the legal requirements have not been addressed during the project concept preparation, which could result in significant financial penalties against the organization. The PM knows that implementation of appropriate changes is costly and will exceed the budget and scope of the project. Which of the following should the PM do FIRST?

- A. Escalate the finding to the change control board.
- B. Add a risk to the risk register for validation.
- C. Consult the RACI matrix to identify ownership of the risk.
- D. Have a meeting with the project sponsor and main stakeholders.

Correct Answer: D

Section:

Explanation:

The project manager should have a meeting with the project sponsor and main stakeholders first after discovering that some of the legal requirements have not been addressed during the project concept preparation. The project sponsor and main stakeholders are the key decision-makers and influencers of the project. They have the authority and responsibility to approve or reject any changes to the project scope, budget, or schedule. Having a meeting with them can help to communicate the issue, assess the impact, explore alternatives, and seek guidance on how to proceed with the project.

QUESTION 2

A company that is implementing an updated version of its main product hired a new project manager to lead the project. Prior to the start of the project, the sponsor asked the project manager to prepare a report on the defects found in the previous project to avoid a decrease in production. The report shows that the two main defects are related to cosmetic and physical damage to the product. Which of the following charts would BEST prioritize which defects to address?

- A. Pareto
- B. Run
- C. Control
- D. Histogram

Correct Answer: A

Section:

Explanation:

The project manager should use a Pareto chart to prioritize which defects to address for the product.

A Pareto chart is a type of bar chart that shows the frequency or impact of different causes of problems or defects. It also shows a cumulative line that represents the percentage of the total frequency or impact. A Pareto chart can help to prioritize the causes that have the most significant effect on the quality of the product and apply the 80/20 rule, which states that 80% of the problems are caused by 20% of the causes.

QUESTION 3

In a functional organization, a project has been completed successfully. Which of the following actions would the project manager MOST likely perform?

- A. Assemble a new project with existing resources.
- B. Obtain the final report from release management.
- C. Notify the functional manager that resources are released.
- D. Allocate resources in a different project

Correct Answer: C

Section:**Explanation:**

The project manager should notify the functional manager that resources are released after completing a project successfully in a functional organization. A functional organization is a type of organizational structure where employees are grouped by their functions or specialties, such as finance, marketing, or engineering. In a functional organization, the functional manager has more authority and control over the resources than the project manager. Therefore, the project manager should inform the functional manager when the resources are no longer needed for the project and can be reassigned to other tasks or projects.

QUESTION 4

A third party needs to perform a short-term task for which the duration cannot be accurately estimated and the cost cannot be calculated in advance. Which of the following should the project manager put in place before work begins?

- A. Time and materials contract
- B. Master service agreement
- C. Fixed-price contract
- D. Statement of work
- E. Cost-plus agreement

Correct Answer: A

Section:**Explanation:**

The project manager should put in place a time and materials contract before work begins for a third party that needs to perform a short-term task for which the duration cannot be accurately estimated and the cost cannot be calculated in advance. A time and materials contract is a type of contract where the buyer pays the seller based on the actual time spent and materials used during the project. A time and materials contract is suitable for projects that have uncertain or variable scope, duration, or cost. A time and materials contract can provide flexibility and adaptability for both parties and allow them to adjust to changing requirements or circumstances.

QUESTION 5

Which of the following would be MOST beneficial to do before a call to ensure all meeting items are addressed and the correct participants attend?

- A. Assign action items to attendees.
- B. Distribute an agenda.
- C. Email the minutes from the previous meeting.
- D. Schedule a convenient time.

Correct Answer: B

Section:**Explanation:**

The project manager should distribute an agenda before a call to ensure all meeting items are addressed and the correct participants attend. An agenda is a document that outlines the purpose, topics, and objectives of a meeting. It also includes information such as date, time, duration, location, attendees, and roles. Distributing an agenda can help to prepare the participants for the meeting, set clear expectations, and facilitate a productive and focused discussion¹²

QUESTION 6

A stakeholder works in a remote location and has not been replying to emails. The Internet service in that location is intermittent, and the stakeholder prefers to be contacted by telephone. Which of the following artifacts should the project manager have prepared to avoid this situation?

- A. Responsibility assignment matrix
- B. Acceptable communication channels
- C. Risk registry
- D. Staff directory

Correct Answer: B

Section:**Explanation:**

The project manager should have prepared acceptable communication channels to avoid the situation of a stakeholder not replying to emails due to intermittent Internet service. Acceptable communication channels are methods or modes of communication that are agreed upon by all parties involved in a project. They may include aspects such as email, phone call, text message, video conference, instant message, or face-to-face meeting. Acceptable communication channels can help to ensure that messages are delivered and received effectively and efficiently and that communication preferences and limitations are respected.

QUESTION 7

Which of the following activities would a project manager perform during the closing phase? (Select THREE).

- A. Lessons learned
- B. Risk analysis
- C. Removing resources
- D. Acquiring resources
- E. Statement of work sign-off
- F. Stakeholder analysis
- G. Removing access

Correct Answer: A, C, G

Section:**Explanation:**

Lessons learned, removing resources, and removing access are activities that a project manager would perform during the closing phase of a project. Lessons learned is a process of collecting and documenting the knowledge and experience gained from a project for future reference and improvement. Removing resources is a process of releasing or reallocating any human or material resources that were used for the project. Removing access is a process of revoking any permissions or privileges that were granted to the project team members or stakeholders for accessing any systems or data related to the project. These activities can help to finalize and close a project successfully and ensure that all deliverables are transferred, all documentation is approved and archived, all contracts are closed, and all stakeholders are satisfied.

QUESTION 8

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

Correct Answer: B

Section:**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 risks¹²

QUESTION 9

A project manager sent equipment to a global project team for testing purposes. Only 70% of the project team received the equipment for testing. Which of the following considerations is impacting the rest of the team?

- A. Quality assurance
- B. Organizational branding restrictions
- C. State privacy acts
- D. Country legal regulations

Correct Answer: D

Section:

Explanation:

Country legal regulations. Country legal regulations are impacting the rest of the team that did not receive the equipment for testing. Country legal regulations are rules and laws that govern how businesses operate in different countries. They may include aspects such as customs, tariffs, taxes, import and export restrictions, data protection, intellectual property rights, and environmental standards. Country legal regulations can affect the delivery and use of equipment for a global project team and may require compliance with different procedures and documentation3

QUESTION 10

A project manager has been assigned to a new project. During the planning phase, the project manager needs to get an understanding of the purpose of the project. Which of the following should the project manager do?

- A. Collate the lessons learned.
- B. Perform a gap analysis.
- C. Review existing artifacts.
- D. Conduct a retrospective.

Correct Answer: C

Section:

Explanation:

The project manager should review existing artifacts to get an understanding of the purpose of the project. Existing artifacts are documents or records that provide information about the project background, context, scope, objectives, requirements, stakeholders, and deliverables. They may include documents such as project proposal, project charter, business case, feasibility study, statement of work (SOW), or contract. Reviewing existing artifacts can help to clarify the project vision and expectations and provide a basis for planning and executing the project.

QUESTION 11

Someone claiming to be from a tax agency sent an email to a team member asking for access to the project repository. Which of the following BEST describes this scenario?

- A. Social engineering
- B. Phishing
- C. Spoofing
- D. Hacking

Correct Answer: B

Section:

Explanation:

Phishing is a scenario where someone claiming to be from a legitimate organization sends an email or other message to a target person asking for sensitive information or access to a system or account. Phishing is a type of cyberattack that aims to trick the target into revealing personal or financial data or installing malware on their device. Phishing can compromise the security and privacy of the target and expose them to identity theft, fraud, or other malicious activities.

QUESTION 12

Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

- A. Evaluating the project
- B. Releasing the resources
- C. Closing the contracts
- D. Reconciling the budget

Correct Answer: A

Section:

Explanation:

Evaluating the project is an activity that should be used in the closing phase of a project to support the project triple constraint. This involves reviewing the project plan, deliverables, and outcomes to ensure they meet the project objectives and requirements. Reference: CompTIA Project+ Study Guide Section 4.4.4

QUESTION 13

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

Correct Answer: C

Section:

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. Reference: CompTIA Project+ Study Guide Section 3.3.3

QUESTION 14

Which of the following BEST describes how an organization should coordinate management of multiple related projects?

- A. Apply the SDLC process.
- B. Establish a program.
- C. Consult the CCB.
- D. Use different frameworks

Correct Answer: B

Section:

Explanation:

The BEST way to coordinate management of multiple related projects is to establish a program. A program is a group of related projects that are managed together to achieve specific strategic business objectives. Reference: CompTIA Project+ Study Guide Section 2.2.1

The organization should establish a program to coordinate management of multiple related projects.

A program is a group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A program can help to align multiple projects with strategic goals, optimize resources and risks, and deliver value to stakeholders.

QUESTION 15

A project team gathers weekly to review its progress. Which of the following is the project manager MOST likely to have prepared to ensure team members who are absent remain informed about assignments?

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

Correct Answer: D

Section:

Explanation:

Meeting minutes should be prepared to ensure team members who are absent remain informed about assignments. Meeting minutes document what was discussed, decisions made, and assignments given during a meeting,

providing a record of the team's progress and ensuring absent members are up-to-date. Reference: CompTIA Project+ Study Guide Section 4.2.2

The project manager should prepare meeting minutes to ensure team members who are absent remain informed about assignments. Meeting minutes are a written record of what was discussed and decided in a meeting. They usually include information such as attendees, agenda items, action items, decisions made, issues raised, and deadlines assigned. Meeting minutes can help to communicate important information to team members who could not attend the meeting and provide a reference for future follow-up.

QUESTION 16

A project manager prefers to have immediate contact with team members because it allows for faster response times and more interactive discussions. Which of the following communication methods should the project manager use?

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

Correct Answer: A

Section:

Explanation:

The project manager should use synchronous communication methods if they prefer to have immediate contact with team members. Synchronous communication is a type of communication that occurs in real time and allows for faster response times and more interactive discussions.

Examples of synchronous communication methods include phone calls, video conferences, instant messaging, and face-to-face meetings. Synchronous communication can help to build rapport, clarify doubts, and resolve issues quickly among team members.

Synchronous communication should be used when the project manager prefers to have immediate contact with team members. Synchronous communication allows for real-time interaction and feedback, enabling faster response times and more interactive discussions. Reference: CompTIA

Project+ Study Guide Section 3.1.3

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QUESTION 17

As part of the planning phase, a PM has defined tasks, durations, resources, and costs. Which of the following is the NEXT step in the process?

- A. Update the work breakdown structure.
- B. Review the backlog.
- C. Seek baseline approval.
- D. Establish the resource pool.

Correct Answer: C

Section:

Explanation:

The next step in the process after defining tasks, durations, resources, and costs is to seek baseline approval. A baseline is an approved version of a project plan that serves as a reference point for measuring progress and performance throughout the project lifecycle. A baseline typically includes scope, schedule, cost, quality, and risk parameters. Seeking baseline approval involves presenting the project plan to key stakeholders and obtaining their formal agreement on the project objectives and deliverables. Baseline approval can help to establish clear expectations, avoid scope creep, and facilitate change control during project execution.

The NEXT step after defining tasks, durations, resources, and costs during the planning phase is to seek baseline approval. Baseline approval involves finalizing the project plan and gaining approval from stakeholders, establishing the plan as the baseline for the project's performance. Reference:

CompTIA Project+ Study Guide Section 3.4.1

QUESTION 18

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.

Correct Answer: C

Section:

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 actions¹²

QUESTION 19

By developing a project schedule, a PM has already validated the constraints, outlined the duration of the tasks and the phases, and confirmed the proper sequence and flow of the project. Which of the following activities still needs to be performed to complete the schedule?

- A. Allocate resources.
- B. Determine the project budget
- C. Develop a communication plan.
- D. Establish baselines.

Correct Answer: D

Section:

Explanation:

The next step after defining tasks, durations, resources, and costs is to establish baselines. A baseline is an approved version of a project plan that serves as a reference point for measuring progress and performance throughout the project lifecycle. A baseline typically includes scope, schedule, cost, quality, and risk parameters. Establishing baselines involves presenting the project plan to key stakeholders and obtaining their formal agreement on the project objectives and deliverables. Baseline approval can help to establish clear expectations, avoid scope creep, and facilitate change control during project execution³⁴

QUESTION 20

A PM has identified all the resources involved in a project. The next step is to identify which resources are responsible for which tasks. Which of the following should be used to document this information?

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

Correct Answer: B

Section:

Explanation:

The RACI (Responsible, Accountable, Consulted, Informed) matrix is used to document which resources are responsible for which tasks. The RACI matrix is a tool that helps to clarify roles and responsibilities on a project. It assigns a level of responsibility to each resource involved in the project. Reference: CompTIA Project+ Study Guide Section 3.4.

The project manager should use a RACI matrix to document which resources are responsible for which tasks. A RACI matrix is a type of responsibility assignment matrix (RAM) that plots the roles and responsibilities of resources on a project team. RACI stands for Responsible, Accountable,

Consulted, and Informed. A RACI matrix can help to clarify who does what on a project, avoid confusion and duplication of work, and improve communication and collaboration among team members.

QUESTION 21

During a staff meeting, a project manager voices a concern about the client billing rate for a particular engineer. Which of the following documents would the project manager need in order to find this information?

- A. SLA
- B. TOR
- C. SOW
- D. NDA

Correct Answer: C

Section:

Explanation:

In order to find the client billing rate for a particular engineer, the project manager would need to refer to the SOW (Statement of Work). The SOW is a document that outlines the work to be performed, the timeframe for completion, and the cost of the project. It also includes information about the resources involved in the project and their billing rates. Reference: CompTIA Project+ Study Guide Section 2.2.

The project manager would need a statement of work (SOW) to find information about the client billing rate for a particular engineer. A SOW is a document that defines the scope of work for a project or contract. It usually includes information such as deliverables, milestones, timeline, costs, payment terms, quality standards, and acceptance criteria. A SOW can help to specify what services or products will be provided by whom, when, where, how, and for how much.

QUESTION 22

Which of the following should occur when implementing an IT infrastructure change that takes risks into consideration?

- A. Approving the change request
- B. Developing a rollback plan
- C. Gathering necessary resources
- D. Defining requirements

Correct Answer: B

Section:

Explanation:

When implementing an IT infrastructure change that takes risks into consideration, the project manager should develop a rollback plan. A rollback plan is a contingency plan that outlines the steps that need to be taken in case the change does not work as expected. It includes a plan to roll back the changes and restore the system to its previous state. Reference: CompTIA Project+ Study Guide Section 3.3.

The project manager should develop a rollback plan when implementing an IT infrastructure change that takes risks into consideration. A rollback plan is a contingency plan that describes how to revert back to the previous state of the system in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact of the change on the system performance and availability and ensure business continuity and data integrity.

QUESTION 23

During the stabilization phase for recently deployed software, an end user reports a bug that is compromising data integrity. Which of the following tools will the project manager MOST likely use?

- A. Issue log
- B. Defect log
- C. Change log
- D. Task board

Correct Answer: B

Section:

Explanation:

During the stabilization phase of recently deployed software, the project manager will most likely use a defect log to track and manage reported bugs. A defect log is a document that contains information about the defects or issues identified during testing or after the deployment of software. It includes the severity of the defect, the steps to reproduce the problem, and the actions taken to resolve the defect. Reference: CompTIA Project+ Study Guide Section 4.1.

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The project manager will most likely use a defect log during the stabilization phase for recently deployed software to record a bug that is compromising data integrity. A defect log is a tool that tracks and documents any errors or flaws found in a software product or system during testing or operation. It usually includes information such as defect ID, description, severity, priority, status, resolution, and responsible person. A defect log can help to monitor and manage the quality of the software product or system and ensure that all defects are identified and resolved before delivery or release.

QUESTION 24

A project manager is in the closing phase of an IT asset refresh project that involves the disposal of several computers. The project sponsor notified the project manager that the company recently received a penalty as a result of disposing of some computers improperly. Which of the following should have been considered during initial planning to prevent this situation?

- A. ESG
- B. PHI
- C. PII
- D. ROI

Correct Answer: A

Section:

Explanation:

The project manager should have considered environmental, social, and governance (ESG) factors during initial planning to prevent the situation of receiving a penalty for disposing of some computers improperly. ESG factors are criteria that measure the sustainability and ethical impact of an organization's activities. They include aspects such as environmental protection, social responsibility, human rights, diversity, and corporate governance. Considering ESG factors can help to reduce risks, improve reputation, and enhance performance of an organization¹²

QUESTION 25

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

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Correct Answer: A

Section:

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 Confluence³⁴

QUESTION 26

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

Correct Answer: C

Section:

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. Reference: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1: Identify the project management processes and the interactions between them.

QUESTION 27

A hurricane delays the shipment of critical equipment for a project. Which of the following is BEST to use to document the effects of this delay?

- A. Issue log
- B. Gantt chart
- C. Milestone chart
- D. Change control log

Correct Answer: D

Section:

Explanation:

The project manager should use a change control log to document the effects of the hurricane delay on the project. A change control log is a tool that records and tracks any changes that occur during the project lifecycle. It usually includes information such as change ID, description, impact, status, approval, and resolution. A change control log can help to monitor and manage the changes that affect the project scope, schedule, cost, quality, or resources and ensure that they are aligned with the project objectives and stakeholder expectations.

QUESTION 28

Due to budgetary and time constraints, a PM scheduled a meeting with all stakeholders during the planning phase to review the requirements and come to an agreement on the minimum viable product that would be acceptable. Which of the following would be used to document this input?

- A. Project change management plan
- B. Project management plan
- C. Project transition plan
- D. Project communication plan

Correct Answer: B

Section:

Explanation:

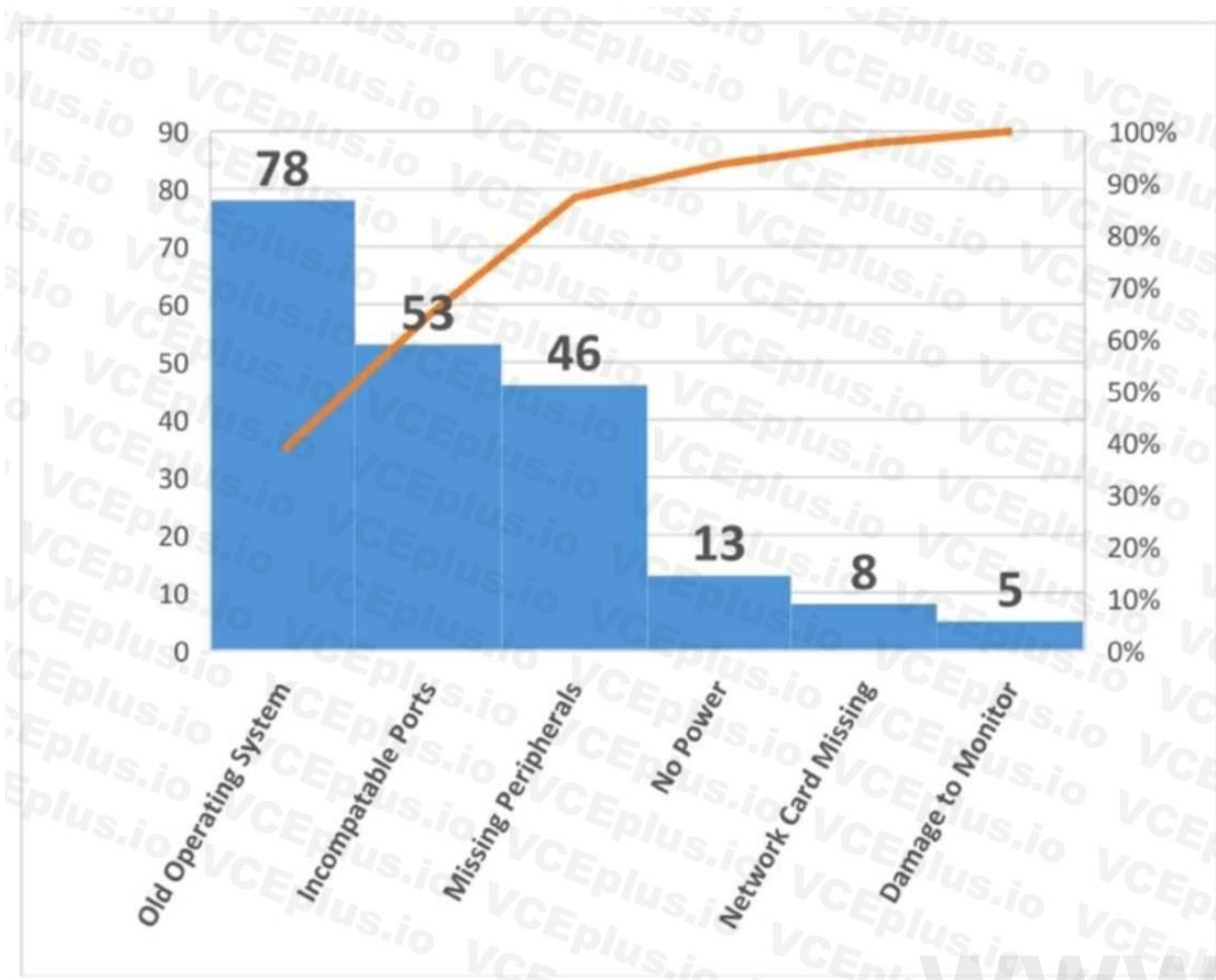
The project manager should use the project management plan to document the input from the stakeholders on the minimum viable product that would be acceptable for the project. The project management plan is a document that describes how the project will be executed, monitored, controlled, and closed. It usually includes information such as scope statement, work breakdown structure (WBS), schedule baseline, cost baseline, quality plan, risk plan, communication plan, stakeholder plan, and change management plan. The project management plan can help to define and communicate the project requirements, deliverables, assumptions, constraints, and expectations to all stakeholders involved in the project.

The project management plan would be used to document the input obtained from stakeholders during the meeting to review the requirements and agree on the minimum viable product. The project management plan is a comprehensive document that outlines the approach, scope, schedule, budget, quality, resources, and communication for a project. The document is updated throughout the project lifecycle and serves as a guide for project execution, monitoring, and control. Reference:

CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.3: Identify the components of the project management plan.

QUESTION 29

A project team was instructed to refurbish old desktops. The following provides the details of the issues observed:



Which of the following issues should be addressed FIRST?

- A. Replace missing peripherals because this process can be easy and less costly.
- B. An old operating system issue has the most amount of occurrences.
- C. Damage to the monitor has the highest percentage.
- D. Address each issue as discovered to avoid rework.

Correct Answer: C

Section:

Explanation:

The project manager should address the issue of damage to the monitor first because it has the highest percentage (40%) among the issues observed. This means that it is the most frequent and severe issue that affects the quality and functionality of the refurbished desktops. Addressing this issue first can help to improve customer satisfaction, reduce rework, and avoid waste.

QUESTION 30

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

Correct Answer: C

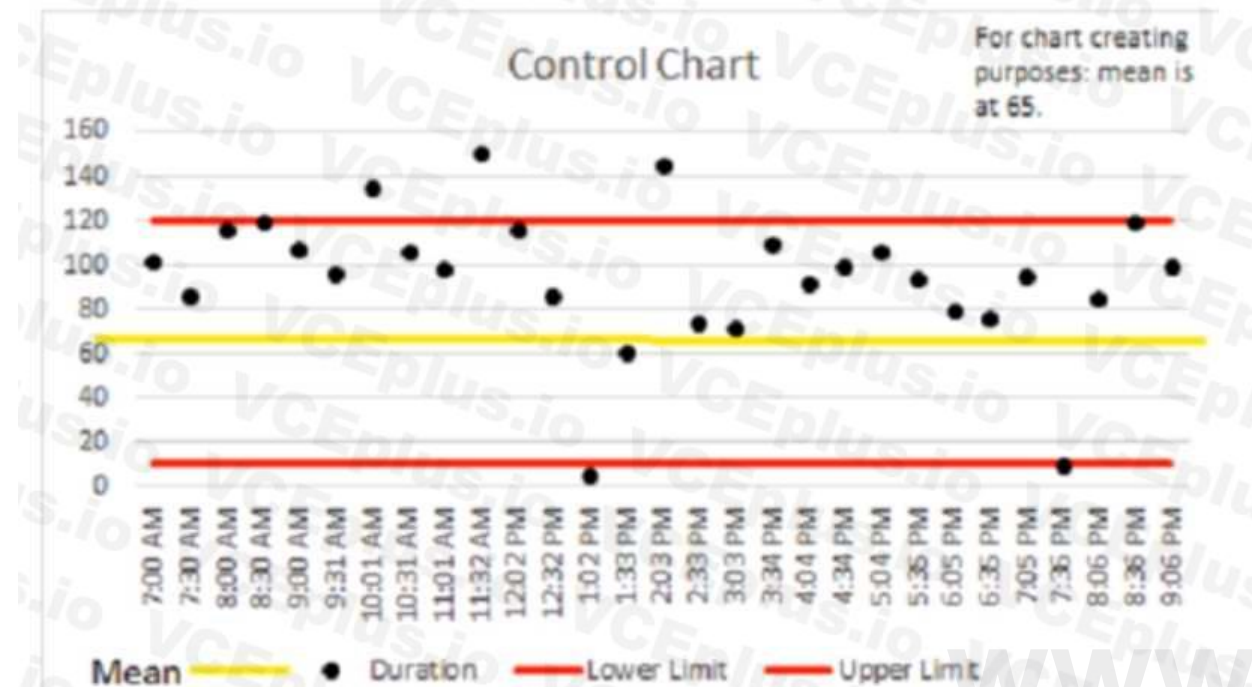
Section:

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 decisions23

QUESTION 31

A project team evaluated the performance of a new reporting system and the quantity of queries to be processed during predetermined time stamps.



Which of the following is the current status of the process?

- A. Based on the rule of seven, the process is under control
- B. The amount of data is insufficient to determine if quality is low.
- C. The process is out of control and should be revised.
- D. The goal should be adjusted since most of the data points are close to the lower limit.

Correct Answer: C

Section:

Explanation:

The process is out of control and should be revised. The project manager can use the rule of seven to determine the status of the process based on the control chart. The rule of seven states that if seven or more consecutive measurements fall on one side of the mean that there's an assignable cause that needs investigation. In this case, the last seven data points are all below the mean, which indicates that the process is out of control and in need of adjustment12

QUESTION 32

After a release, the project sponsor received an escalation from an executive about the extension of the downtime after the scheduled window. Which of the following should be added to the issue log?

- A. Continuous integration
- B. Rollback plan
- C. Customer notification
- D. Automated testing

Correct Answer: C

Section:

Explanation:

Customer notification should be added to the issue log after receiving an escalation from an executive about the extension of the downtime after the scheduled window. Customer notification is a communication activity that informs the customers about any issues or changes that may affect their satisfaction or expectations. Customer notification can help to maintain trust, transparency, and goodwill with the customers and prevent any negative impacts on their business operations or experience.

QUESTION 33

Due to multiple changes, the sign-off for the project scope baseline is delayed. The project sponsor has restricted the budget for this project. Which of the following should the project manager MOST likely do to move forward?

- A. Communicate with the affected stakeholders.
- B. Initiate a formal change request to modify the cost
- C. Adjust the scope to stay within the cost.
- D. Set a new cost using a lightweight estimation method.

Correct Answer: A

Section:

Explanation:

The project manager should communicate with the affected stakeholders first after realizing that the sign-off for the project scope baseline is delayed due to multiple changes and that the budget for this project is restricted by the project sponsor. The affected stakeholders are those who have an interest or influence on the project and may be impacted by any changes or delays. Communicating with them can help to explain the situation, assess the impact, seek feedback, and manage expectations.

QUESTION 34

As a result of an approved change, the project manager updates the project plan with the newest project end date. Which of the following change control processes should the project manager complete NEXT?

- A. Document the request in the change control log.
- B. Communicate the change deployment.
- C. Conduct an impact assessment.
- D. Implement the change.

Correct Answer: B

Section:

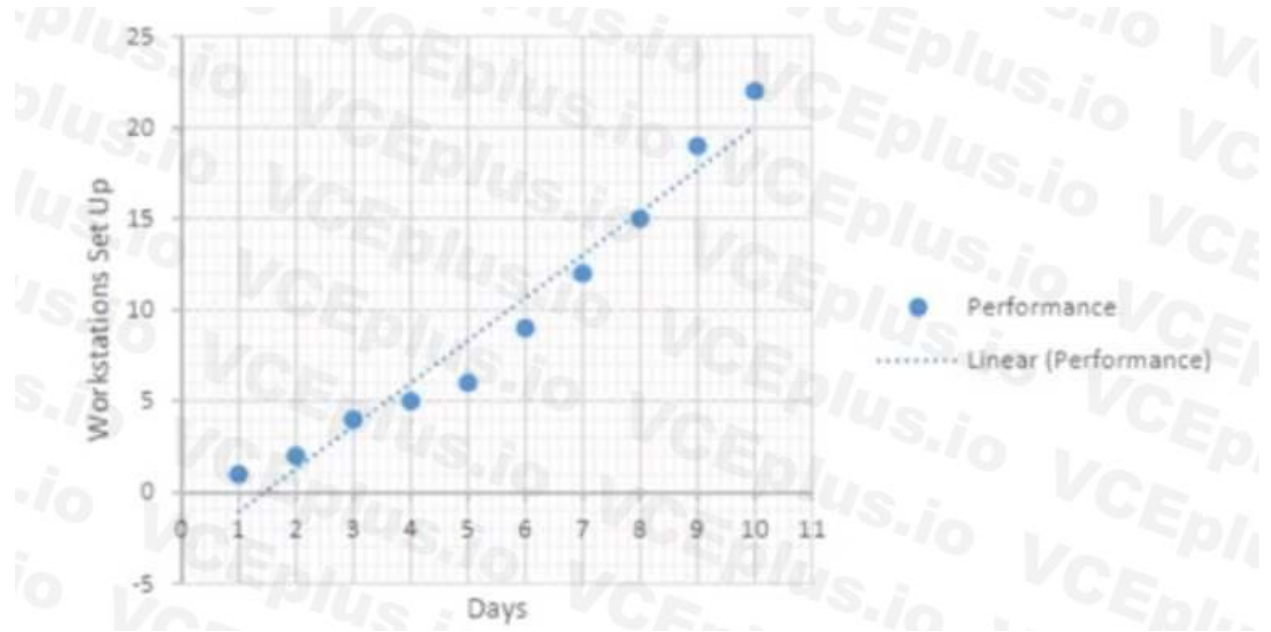
Explanation:

The project manager should communicate the change deployment next after updating the project plan with the newest project end date as a result of an approved change. Communicating the change deployment involves informing all relevant parties about when and how the change will be implemented and what are the expected outcomes and benefits. Communicating the change deployment can help to ensure alignment, readiness, and support for the change and avoid any confusion or resistance.

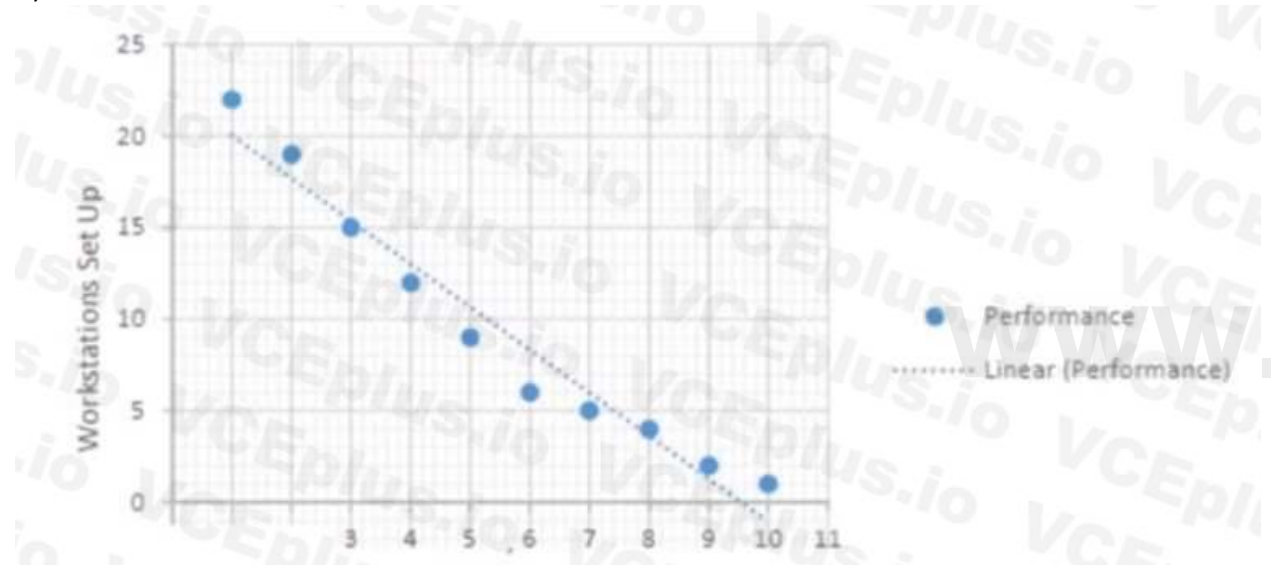
QUESTION 35

An IT intern was assigned to set up workstations as part of a project. The IT intern was very careful to do the task well and initially referred to notes while performing the task. By the end of the two-week rotation, the IT intern no longer needed the notes and completed more set-ups in less time. Which of the following MOST likely represents the observed relationship in this scenario?

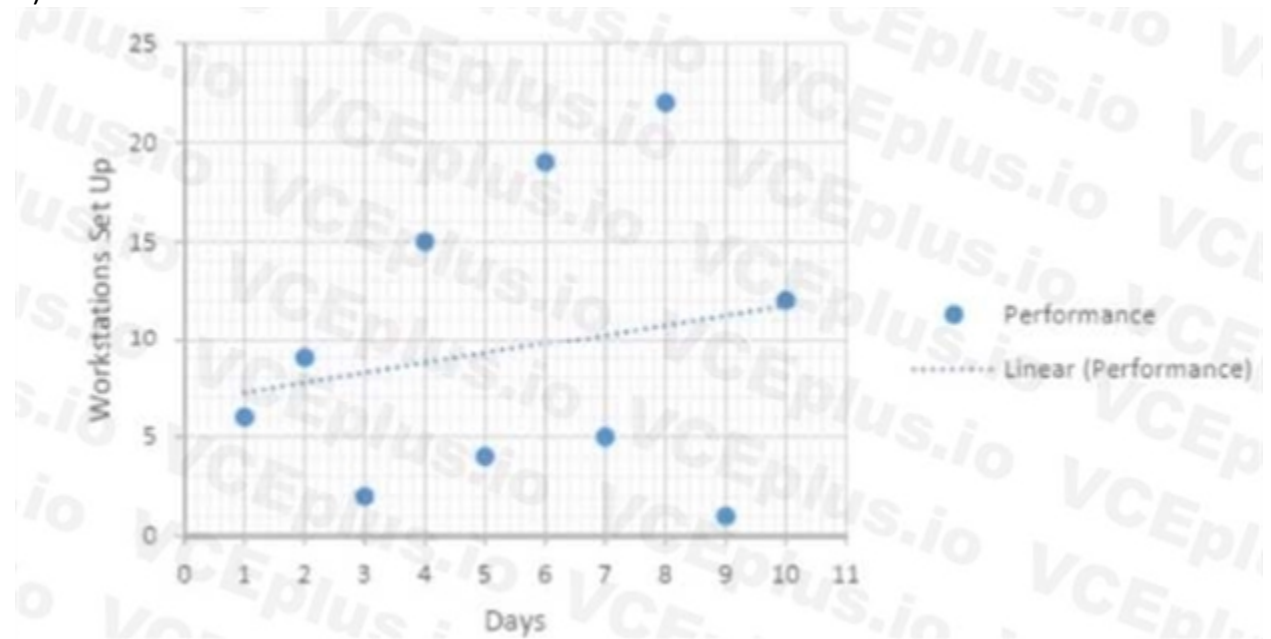
A)



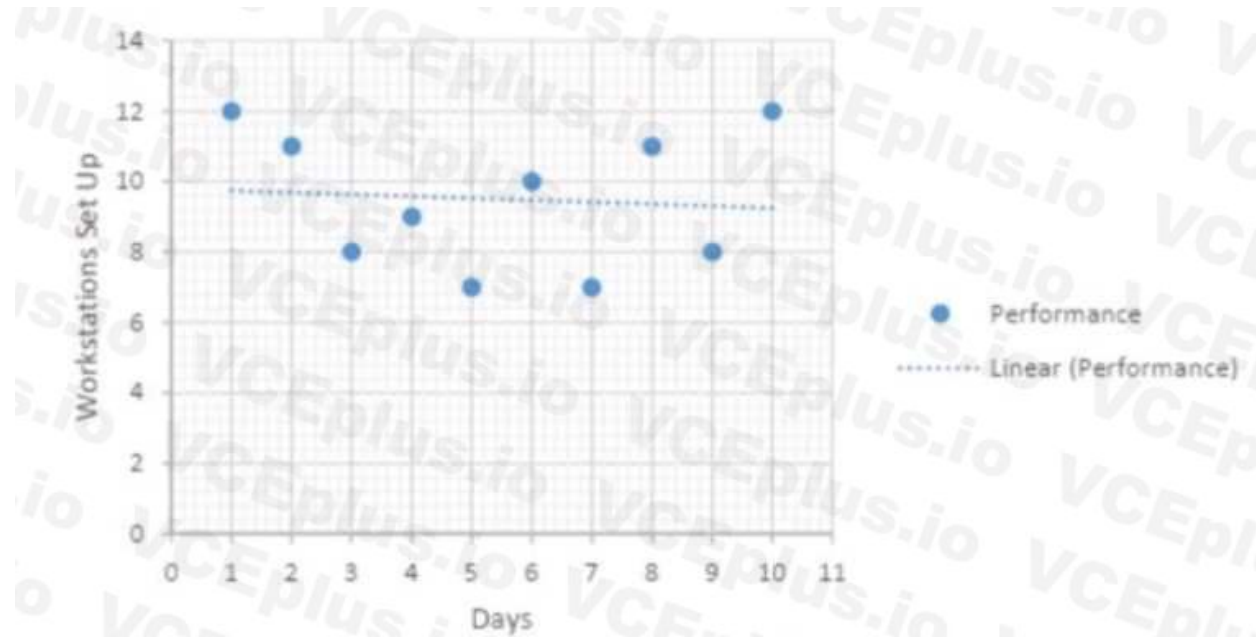
B)



C)



D)



- A. Option A
- B. Option B
- C. Option C
- D. Option D

Correct Answer: C

Section:

Explanation:

Option C shows a graph that most likely represents the observed relationship in this scenario. The graph shows a learning curve, which is a graphical representation of the relationship between a learner's performance on a task and the number of attempts or time required to complete the task.

The learning curve theory proposes that a learner's efficiency in a task improves over time the more the learner performs the task. In this case, the IT intern was able to complete more set-ups in less time as they gained more experience and proficiency over the two-week rotation¹²

QUESTION 36

During the project initiation phase, a project team has been identified. Which of the following is the NEXT step for the project manager?

- A. Determine budget constraints.
- B. Validate the business case.
- C. Update the project charter.
- D. Create a project schedule

Correct Answer: C

Section:

Explanation:

Update the project charter. Updating the project charter would be the next step for the project manager after identifying the project team during the project initiation phase. A project charter is a document that formally authorizes a project and defines its purpose, scope, objectives, deliverables, milestones, roles and responsibilities, assumptions, constraints, risks, budget, and timeline. A project charter can help to align the expectations and interests of all stakeholders involved in a project and provide direction and guidance for planning and executing the project.

QUESTION 37

A key stakeholder recommends to a senior developer that a new feature be added. The new feature is not part of the current requirement documentation. Which of the following is MOST likely happening?

- A. Scope creep
- B. Collecting requirements
- C. Decision-making
- D. Project change

Correct Answer: A

Section:

Explanation:

Scope creep is most likely happening when a key stakeholder recommends to a senior developer that a new feature be added that is not part of the current requirement documentation. Scope creep is a term that refers to the uncontrolled expansion or change of a project's scope beyond its original boundaries or objectives. Scope creep can happen due to various reasons, such as changing customer demands, unclear or incomplete requirements, poor communication, lack of change control, or stakeholder interference. Scope creep can have negative impacts on a project, such as delays, cost overruns, quality issues, or reduced customer satisfaction¹²

QUESTION 38

Which of the following BEST illustrates how team members with different roles should interact on the team?

- A. SOW
- B. WBS
- C. RACI
- D. PERT

Correct Answer: C

Section:

Explanation:

RACI is a tool that best illustrates how team members with different roles should interact on the team. RACI is an acronym that stands for responsible, accountable, consulted, and informed. RACI is a type of responsibility assignment matrix (RAM) that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI can help to improve communication, collaboration, and accountability among team members and avoid confusion, duplication, or conflicts³

QUESTION 39

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

Correct Answer: D

Section:

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.

QUESTION 40

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

Correct Answer: C

Section:

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.

QUESTION 41

A project manager needs to update the project sponsor and senior stakeholders about the progress of a project. Which of the following tools will the project manager MOST likely use?

- A. Dashboard
- B. Gantt chart
- C. Work breakdown structure
- D. Requirements Traceability Matrix

Correct Answer: A

Section:

Explanation:

A dashboard is a tool that the project manager will most likely use to update the project sponsor and senior stakeholders about the progress of a project. A dashboard is a graphical tool that displays key performance indicators (KPIs), metrics, and data related to a project using charts, graphs, tables, or other visual elements. A dashboard can help to provide a quick and easy overview of the project status and performance and highlight any issues or risks that need attention.

QUESTION 42

When creating a project schedule, a project manager adds activities with zero duration. Which of the following describes these types of activities?

- A. Critical paths
- B. Resources
- C. Milestones
- D. Work breakdown structures

Correct Answer: C

Section:

Explanation:

Milestones are activities with zero duration that are added to a project schedule by a project manager. Milestones are significant events or achievements in a project that mark the completion of a phase, deliverable, or task. Milestones can help to track and measure the progress and performance of a project and communicate it to stakeholders.

QUESTION 43

A project manager reports that the implementation of a new system is on track to be completed under budget and ahead of the schedule. A stakeholder then asks the manager to add mobile device functionality. Which of the following should the project manager do in response to the request?

- A. Decline because it is not included in the project scope.
- B. Assess the impact of the request and create a change request
- C. Create new functional and non-functional requirements for mobile devices.

D. Revise the baseline of the project plan by adding the new requirements.

Correct Answer: B

Section:

Explanation:

Assess the impact of the request and create a change request. The project manager should assess the impact of the request and create a change request in response to the stakeholder asking to add mobile device functionality to a project that is on track to be completed under budget and ahead of schedule. A change request is a document that formally proposes and records a modification or addition to some aspect of a project, such as scope, schedule, cost, quality, or resources. A change request can help to communicate and justify the need and rationale for the change and its implications on the project objectives and deliverables. A change request also helps to initiate the change control process, which involves reviewing, approving, implementing, and monitoring the change¹²

QUESTION 44

During a code implementation, a senior developer and junior tester are discussing the testing scenarios that were performed. A major malfunction resulted in an inoperative product condition. As a result, the team was forced to work until midnight to restore operations. Which of the following should the PM have generated FIRST to alleviate the impact of this issue prior to deployment?

- A. A risk budget
- B. A risk impact
- C. A change request
- D. A contingency plan

Correct Answer: D

Section:

Explanation:

The project manager should have generated a contingency plan first to alleviate the impact of this issue prior to deployment where a major malfunction resulted in an inoperative product condition during a code implementation. A contingency plan is a plan that outlines alternative courses of action or strategies to deal with potential problems or risks that may occur during a project. A contingency plan can help to prevent or minimize the negative impacts of unforeseen events or issues on the project objectives and deliverables and ensure business continuity and stability.

QUESTION 45

During a brainstorming meeting, a project manager identifies multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals. Which of the following plans is the project manager creating?

- A. Procurement
- B. Communication
- C. Quality assurance
- D. Risk

Correct Answer: C

Section:

Explanation:

The project manager is creating a quality assurance plan when identifying multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals during a brainstorming meeting. A quality assurance plan is a plan that defines and documents the standards, criteria, methods, activities, and tools for ensuring and verifying that the quality requirements and expectations of a project are met. A quality assurance plan can help to improve the quality of the project processes and deliverables and prevent or reduce defects or errors.

QUESTION 46

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.

Correct Answer: C

Section:

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.

QUESTION 47

An organization was fined due to an audit finding that revealed a third-party vendor was able to see secured project information in a recently implemented system. Which of the following was the cause of this situation?

- A. The ticket system provided access by default without any approval.
- B. The project manager did not perform proper project planning.
- C. The system is lacking proper access controls.
- D. Sensitive data was incorrectly classified during the audit process.

Correct Answer: C

Section:

Explanation:

The system is lacking proper access controls if a third-party vendor was able to see secured project information in a recently implemented system that resulted in a fine for the organization. Access controls are security mechanisms that regulate who or what can view, use, or modify data or resources in a system or network. Access controls typically involve authentication and authorization processes that verify the identity and permissions of users or devices before granting them access. Access controls can help to protect data confidentiality, integrity, and availability and prevent unauthorized access, misuse, or theft¹²

QUESTION 48

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

Correct Answer: B

Section:

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 workflows³

QUESTION 49

A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

- A. Validate against the scope statement and ask for sign-off.
- B. Run a control chart to ensure the quality of the deliverables.
- C. Review the risk register and close up residual risks.
- D. Start the training and handoff for the operations team.

Correct Answer: A

Section:

Explanation:

The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver.

Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

QUESTION 50

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

Correct Answer: B

Section:

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.

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QUESTION 51

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

Correct Answer: D

Section:

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 way¹, p. 67

QUESTION 52

Which of the following communication tools would a project manager use to broadcast information without being assured the information will be received?

- A. Telephone
- B. Videoconference
- C. Face-to-face
- D. Email

Correct Answer: D

Section:**Explanation:**

Email is a communication tool that allows the project manager to send information to one or more recipients without requiring immediate feedback or confirmation of receipt. Email can be used to broadcast information that is not urgent or critical, such as status updates, meeting minutes, or general announcements¹, p. 75

QUESTION 53

Several stakeholders have declined the invitation for the kickoff of a major digital transformation protect. Which of the following actions should the project manager take NEXT?

- A. Escalate directly to the project sponsor
- B. Push the kickoff meeting out by one week
- C. Proceed with the kickoff as planned
- D. Identity replacements for project stakeholders

Correct Answer: A

Section:**Explanation:**

The project sponsor is the person who provides the authority, funding, and support for the project.

The project sponsor can also help to influence and engage the key stakeholders who are essential for the success of the project. If several stakeholders have declined the invitation for the kickoff meeting, which is an important event to establish the vision, scope, and expectations of the project, the project manager should escalate this issue to the project sponsor and seek their assistance to ensure the participation of the stakeholders¹, p. 47

QUESTION 54

A development team, which is working on a software project demonstrates software functionality 10 project stakeholder a week before the implementation date. Several stakeholders comment that the software does not meet the communicated expectations. Which of the following tools should the project manager use to validate the functionality?

- A. Project status report
- B. Requirements Traceability Matrix
- C. Detect log
- D. Signed project charter
- E. Work breakdown structure

Correct Answer: A

Section:**QUESTION 55**

A PM is working on a strategy to store records. Which of the following dements must be included in this plan? (Select TWO)

- A. Data management
- B. Issue management
- C. Work breakdown structure
- D. Document management
- E. Communication management
- F. Risk management

Correct Answer: A, D

Section:**Explanation:**

A strategy to store records must include data management and document management as two essential elements. Data management is the process of ensuring that the data collected, stored, and used by the project is accurate, complete, consistent, secure, and accessible. Data management helps to maintain the quality and integrity of the project data and supports the analysis and reporting of the project outcomes¹, p. 4

Document management is the process of creating, organizing, storing, retrieving, and disposing of project documents in a systematic and controlled way. Document management helps to ensure that the project documents are available, reliable, usable, and authentic throughout the project life cycle and beyond. Document management also helps to comply with the legal, regulatory, and organizational requirements for records retention and disposition², p. 3

QUESTION 56

When introducing a new information asset, what is the MOST important responsibility of the asset owner?

- A. Information disposal
- B. Information classification
- C. Information access administration
- D. Information backup

Correct Answer: B

Section:

Explanation:

The most important responsibility of an asset owner when introducing a new information asset is information classification. This process involves determining the level of sensitivity and the appropriate handling of the asset. Classification helps in applying the right security controls and access permissions, ensuring that the asset is protected according to its value and sensitivity.

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

QUESTION 57

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

Correct Answer: C

Section:

Explanation:

Smoothing is a conflict resolution technique that involves minimizing or ignoring the differences between the parties and focusing on the common interests or goals¹. It is often used when the conflict is not very important or when there is a need to maintain harmony and relationships². By using smoothing, the project manager can reduce the tension and stress caused by the disagreement and encourage the team members to cooperate and work together. Smoothing is different from compromising, which involves finding a middle ground or a trade-off that partially satisfies both parties; forcing, which involves imposing one's own solution or decision on the other party; and collaborating, which involves finding a win-win solution that fully satisfies both parties³. Reference=CompTIA Project+ PK0-005 Certification Study Guide, Chapter 10: Executing Projects Part 1, page 297; A Quick Guide to Resource Smoothing: Definition, Benefits, and Process, Conflict Resolution Techniques section; Resource Smoothing: How To Use In Project Management | Hive, Smoothing section.

QUESTION 58

A PM wants to add a chart to the monthly status report to show major accomplishments for key events. Which of the following is the best chart to use?

- A. Milestone
- B. Gantt
- C. Burndown
- D. PERT

Correct Answer: A

Section:**Explanation:**

A milestone chart is the best chart to use to show major accomplishments for key events, because it displays the important deliverables or outcomes of a project along a timeline¹². A milestone chart can provide a high-level overview of the project progress and achievements, without showing the details of each task or activity³⁴. A milestone chart can also help communicate the project status and expectations to the stakeholders, and identify any potential risks or delays that may affect the project completion⁵⁶. Reference= CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, What is a Milestone Chart?¹, How to Create a Milestone Chart in Excel in 3 Steps², Milestone Chart: The Easiest Way to Track Project Milestones³, How to Use Milestones in Project Management⁴

QUESTION 59

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

Correct Answer: C

Section:**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 media¹². A CMS enables multiple contributors to access, edit, and publish content without requiring technical knowledge or coding skills³⁴. A CMS also provides features such as templates, workflows, media libraries, and analytics to help users design, organize, and optimize their content⁵⁶. Reference= CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, What Is a Content Management System (CMS)?¹, What is a Content Management System (CMS) | Oracle², What is a Content Management System (CMS)? | Adobe Basics³, What is a CMS?⁴, What is a Content Management System?⁵, Content Management System (CMS) - Definition from Techopedia⁶

QUESTION 60

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

Correct Answer: B

Section:**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. Reference=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.

QUESTION 61

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.

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Correct Answer: D

Section:

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.

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

QUESTION 62

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

Correct Answer: B

Section:

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.

Reference= 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

QUESTION 63

Which of the following is the main reason for documenting artifacts?

- A. To provide a record of the project's progress and achievements for future reference
- B. To show stakeholders that the project is on track and progressing as planned
- C. To help team members be aware of roles and responsibilities
- D. To ensure that the project team understands the importance of the project to the organization

Correct Answer: A

Section:

Explanation:

Documenting artifacts is the main reason for creating and maintaining project documents that relate to the management of the project, not the project deliverables. Artifacts are used to define, support, and align the project work to the project requirements and business goals. They also serve as a source of information and evidence for future projects, audits, reviews, and lessons learned. Documenting artifacts helps to capture the project's history, performance, outcomes, and best practices, which can be useful for organizational learning and improvement. Reference= CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, page 403; Project Artifacts and How to Use Them - Rebel's Guide to Project Management, Introduction and What are project artifacts in project management? sections; Project Management Artifacts: Definition, Types, and Phases, Introduction and What are project artifacts in project management? sections.

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

Correct Answer: C

Section:

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 task¹². 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 sequence³⁴. Reference= CompTIA Project+ Certification Study Guide⁵, CompTIA Project+ Certification Exam Objectives⁶, Understanding Dependencies in Project Management [2023] * Asana¹, Dependencies in Project Management | Smartsheet², Understanding Task Dependencies in Project Management³, What are Dependencies in Project Management?- KnowledgeHut⁴

QUESTION 65

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.

Correct Answer: D, E

Section:

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. Reference=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.

QUESTION 66

Which of the following activities would be performed during the project closure phase when the waterfall methodology is being used? (Select two).

- A. Creating a backlog
- B. Managing the quality of deliverables
- C. Updating the issue log
- D. Performing a risk assessment
- E. Validating the deliverables
- F. Reconciling the project budget

Correct Answer: E, F

Section:**Explanation:**

During the project closure phase in the waterfall methodology, it is crucial to validate the deliverables to ensure that all project requirements have been met and the project outputs are complete and satisfactory. Additionally, reconciling the project budget is performed to ensure all financial records are accurate and reflect the actual project costs, which is essential for the formal closing of the project.

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

QUESTION 67

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.

Correct Answer: D

Section:**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. Reference = The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns¹.

QUESTION 68

A project is executed to migrate all data to a single system following the merger of two companies. The team validates that system performance will not be impacted. Which of the following did the team perform?

- A. Regression testing
- B. Smoke testing
- C. Stress testing
- D. Automation testing

Correct Answer: C

Section:**Explanation:**

Stress testing is a type of performance testing that evaluates how a system behaves under extreme load conditions, such as high volume of data, concurrent users, or transactions¹². Stress testing can help to identify the system's breaking point, bottlenecks, and resource limitations, and to ensure that the system can recover from failures and maintain its functionality³⁴. In this case, the team performed stress testing to validate that system performance will not be impacted by migrating all data to a single system following the merger of two companies. This implies that the team simulated a high amount of data transfer and processing, and measured the system's response time, throughput, availability, and reliability under such load. Stress testing is better than the other options because:

Regression testing is a type of functional testing that verifies that a system's existing features and functionality are not affected by a change or an update⁵⁶. Regression testing does not focus on system performance or load conditions, but rather on system correctness and quality.

Smoke testing is a type of functional testing that checks the basic functionality and stability of a system before performing more detailed and comprehensive testing⁷⁸. Smoke testing does not measure system performance or load conditions, but rather ensures that the system is ready for further testing.

Automation testing is a technique of using software tools or scripts to execute test cases and compare the actual results with the expected results⁹¹⁰. Automation testing is not a specific type of testing, but rather a way of performing testing. Automation testing can be applied to various types of testing, including stress testing, regression testing, and smoke testing.

Reference= CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Stress Testing?¹, Stress Testing: A Complete Guide², What is Regression Testing?³, Regression Testing: A Complete Guide⁴, What is Smoke Testing?⁵, Smoke Testing: A Complete Guide⁶, What is Automation Testing?⁷, Automation Testing: A Complete Guide⁸

QUESTION 69

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

Correct Answer: D

Section:

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. Reference=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

QUESTION 70

Two project team members are assigned to set up new work areas and are disagreeing about the placement of hardware and peripherals at the end users' desks. The requirements do not specify where to place the items, just what is needed in each space. Which of the following should the project manager do to resolve the conflict?

- A. Send out a survey to the potential end users to gather information about the best functional setup for work productivity.
- B. Provide clear instructions based on personal preference and aesthetics for setup of the work areas.
- C. Explain to team members that the placement of the items is not too important, as long as everything is connected and working.
- D. Facilitate a meeting between team members to review the pros and cons of the different configurations so as to encourage an amicable solution.

Correct Answer: D

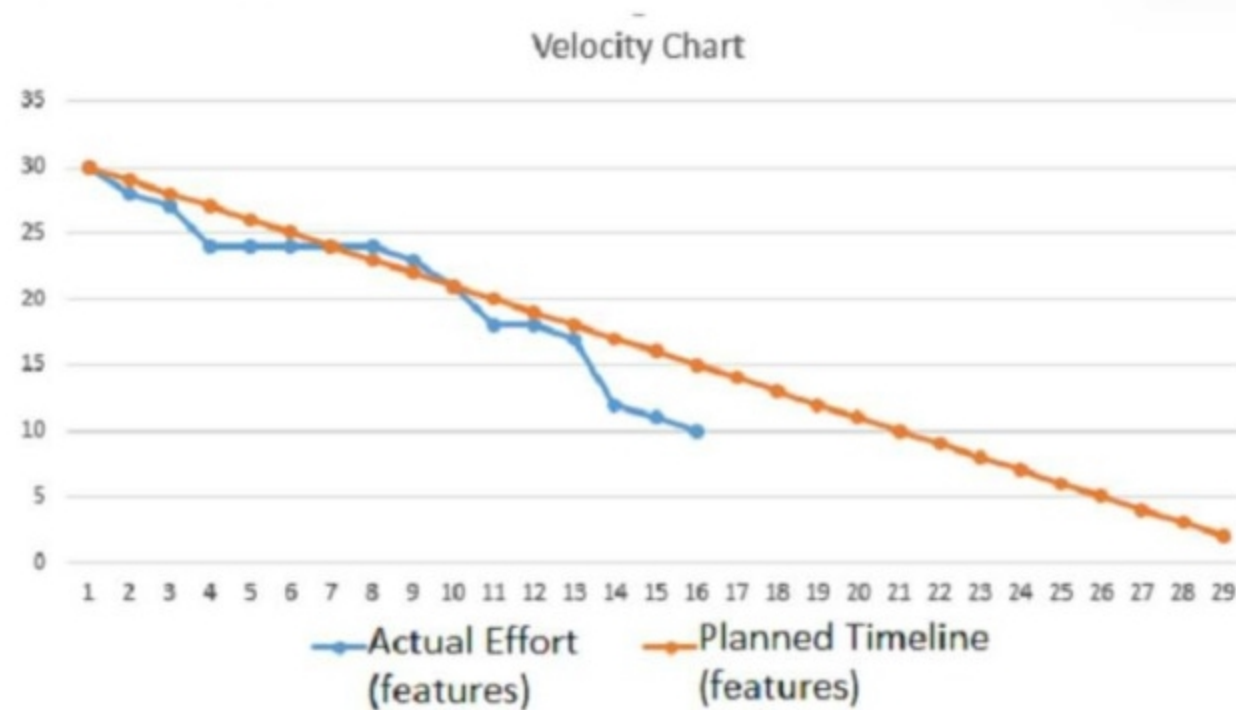
Section:

Explanation:

This answer is based on the best practice of conflict resolution in project management, which is to use a collaborative or problem-solving approach that seeks a win-win outcome for all parties involved¹². By facilitating a meeting, the project manager can help the team members communicate effectively, understand each other's perspectives, and find a mutually acceptable solution that meets the project requirements. This way, the project manager can also maintain team morale and cohesion, and avoid imposing a decision that may cause resentment or dissatisfaction among the team members³. Reference= CompTIA Project+ Certification Study Guide⁴, CompTIA Project+ Certification Exam Objectives⁵, How Do You Handle Conflict in Project Management?¹, 7 Strategies for Conflict Resolution in Project Management², The Conflict Resolution Skills Every Project Manager Needs³

QUESTION 71

Given the following velocity chart:



Which of the following updates on the project status should the Scrum master provide to the senior management team?

- A. The project utilized all of its available reserve.
- B. The project has scope creep.
- C. The project deviated from the critical path.
- D. The project is trending ahead of schedule.

Correct Answer: D

Section:

Explanation:

A velocity chart is a tool used in agile project management to track the progress and performance of a project team over time. It shows the number of features or user stories completed in each iteration or sprint. The planned timeline line represents the expected or ideal velocity, while the actual effort line shows the actual or achieved velocity. By comparing the two lines, the Scrum master can identify any gaps, trends, or issues in the project delivery.

Based on the image, the most likely update that the Scrum master can provide to the senior management team is D. The project is trending ahead of schedule. This is because the actual effort line is above the planned timeline line for most of the time, indicating that the project team is completing more features than expected in each sprint. This means that the project is ahead of schedule and has a positive velocity variance.

QUESTION 72

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

Correct Answer: B

Section:

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.

Reference= 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.

QUESTION 73

During a kickoff call, a project was rejected by the legal department due to the risk of violating new legislation. Which of the following was applied?

- A. Awareness of the local environment
- B. Awareness of the brand value
- C. Awareness of the resource constraints
- D. Awareness of the company's mission

Correct Answer: A

Section:

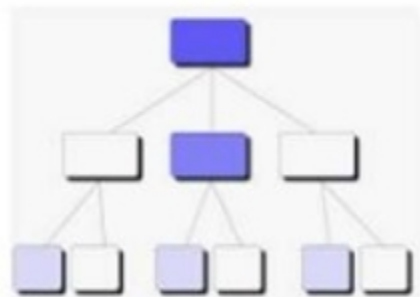
Explanation:

Awareness of the local environment refers to the understanding of the external factors that may affect the project, such as legal, regulatory, social, cultural, economic, and environmental aspects¹. In this case, the legal department applied this awareness to identify the potential risk of violating new legislation and rejected the project accordingly. This shows that the legal department was concerned about the compliance and reputation of the organization and the project in the local context. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 1: Project Management Concepts, page 17; Incorporating environmentalism into project management, Abstract and Definition of Terms sections.

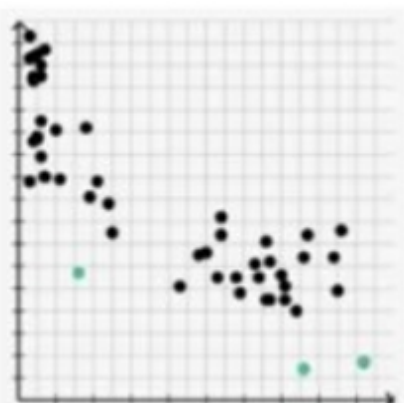
QUESTION 74

During the execution phase of a project, the project team faced an unexpected website downtime. The project manager held a brainstorming session and the team identified causes and effects for the problem. Now the project team needs to analyze and determine whether the particular cause and effect are related by using one of the following charts. Which of the following should the team use?

A)

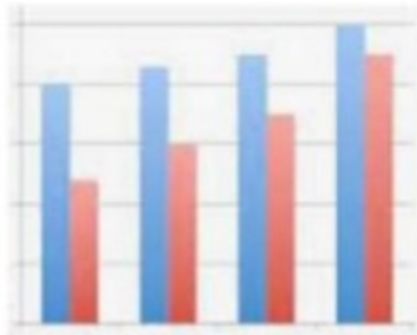


B)

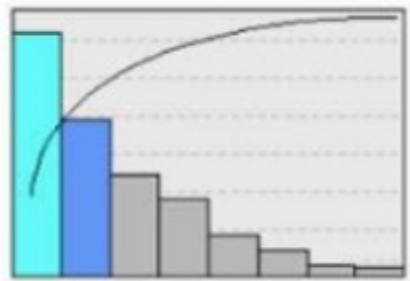


C)

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D)



- A. Option A
- B. Option B
- C. Option C
- D. Option D

Correct Answer: A

Section:

Explanation:

Option A shows a cause and effect diagram, also known as a fishbone diagram or an Ishikawa diagram¹. This is a tool that helps to identify and analyze the root causes of a problem by displaying the possible causes and effects in a graphical format². A cause and effect diagram can help the project team to determine whether the particular cause and effect are related by using a systematic and logical approach, such as asking "why" questions or using the 5 Whys technique^{3,4}. A cause and effect diagram is better than the other options because:

Option B shows a Gantt chart, which is a tool that helps to plan and track the tasks, dependencies, durations, and resources of a project along a timeline⁵. A Gantt chart does not focus on the causes and effects of a problem, but rather on the sequence and progress of the project activities.

Option C shows a pie chart, which is a tool that helps to compare and visualize the proportions of different categories or segments of data⁶. A pie chart does not show the relationships between the causes and effects of a problem, but rather the distribution of the data values.

Option D shows a scatter plot, which is a tool that helps to examine the correlation or association between two variables or sets of data⁷. A scatter plot does not show the causes and effects of a problem, but rather the pattern or trend of the data points.

Reference= CompTIA Project+ Certification Study Guide⁸, CompTIA Project+ Certification Exam Objectives⁹, Cause and Effect Diagrams for PMP¹, Cause and Effect Analysis: Using Fishbone Diagram and 5 Whys², How to Create a Cause and Effect Diagram³, How to Use Cause and Effect Analysis to Solve Business Problems⁴, What is a Gantt Chart?⁵, What is a Pie Chart?⁶, What is a Scatter Plot?⁷

QUESTION 75

A project manager queries stakeholders to identify the right communication channel to be used during the project life cycle. After reviewing the responses, the project manager reports that 70% of the stakeholders prefer email communication, and the rest prefer face-to-face communication. The project manager should update the stakeholder register with:

- A. the preferred sponsor's communication channel.
- B. the preferred project manager's communication channel.
- C. the preferred reported communication channel.
- D. email communication as the preferred communication channel.

Correct Answer: C

Section:**Explanation:**

This answer is based on the best practice of stakeholder management, which is to identify and document the communication preferences of each stakeholder or stakeholder group¹². The project manager should update the stakeholder register with the information gathered from the stakeholder analysis, which includes the preferred communication channel for each stakeholder³. The preferred reported communication channel reflects the majority preference of the stakeholders, as well as the minority preference of the face-to-face communicators. The project manager should use this information to plan and execute effective communication throughout the project life cycle⁴. Reference= CompTIA Project+ Certification Study Guide⁵, CompTIA Project+ Certification Exam Objectives⁶, Stakeholder Register in Project Management¹, What is a Stakeholder Register?², How to Develop a Stakeholder Register³

QUESTION 76

A project manager is coordinating multiple teams of six people that will each provide feedback for a new product. The teams are recording their opinions, which may be used to define the final product that is sent to mass production. Which of the following best describes this technique?

- A. Demonstration
- B. Workshop
- C. Brainstorming
- D. Focus group

Correct Answer: D

Section:**Explanation:**

A focus group is a technique that involves gathering a group of people who share some characteristics or interests related to a product, service, or issue, and asking them for their opinions, perceptions, or feedback. The project manager acts as a moderator or facilitator who guides the discussion and records the results. A focus group can help to collect information from a representative sample of the target population, explore ideas, identify needs and preferences, and support the completion of larger projects. The other options are not correct because:

A demonstration is a technique that involves showing the features or capabilities of a product, service, or process to the stakeholders or customers, usually in a live or simulated environment. A demonstration can help to validate the requirements, obtain feedback, and verify the functionality of a deliverable.

A workshop is a technique that involves bringing together a group of stakeholders or experts to work on a specific topic, problem, or issue, usually in a structured and facilitated way. A workshop can help to define the scope, plan the activities, identify the risks, resolve the conflicts, and generate the solutions of a project.

Brainstorming is a technique that involves generating a large number of ideas or alternatives for a problem or opportunity, usually in a creative and spontaneous way. Brainstorming can help to enhance the creativity, diversity, and quality of the ideas, and encourage the participation and collaboration of the team members. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), page 191;CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Given a scenario, create a project charter and project management plan.

QUESTION 77

A project manager identifies stakeholders who will be impacted when a new product is delivered to the company. The project manager notices that more stakeholders will be positively impacted than negatively impacted. Which of the following actions should the project manager take?

- A. List both positively and negatively impacted stakeholders.
- B. Update the communication plan with the new findings.
- C. List the negatively impacted stakeholders only.
- D. List the positively impacted stakeholders only.

Correct Answer: B

Section:**Explanation:**

When a project manager identifies stakeholders who will be impacted by the delivery of a new product, it is important to update the communication plan to reflect these findings. This ensures that all stakeholders are informed about the project's progress and how it may affect them, fostering transparency and managing expectations.

Reference= The answer is based on standard project management practices and the typical use of communication plans in stakeholder management. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

QUESTION 78

A project manager, who finished a project some time ago, keeps receiving questions from another project manager who is currently leading a similar project. Which of the following is the most likely cause of this situation?

- A. The retrospective session feedback was not communicated properly.
- B. The project resources were released ahead of time.
- C. The documentation was not archived as per the PMO standards.
- D. The validation of deliverables is running behind schedule.

Correct Answer: C

Section:

Explanation:

Archiving project documentation is an important process to ensure that the project information is stored, retrieved, and updated in a consistent and efficient manner. It also helps to meet legal requirements, enable long-term analysis, and support new projects and team members. If the documentation was not archived as per the PMO standards, it would be difficult for the current project manager to find the relevant documents and learn from the previous project. This would cause the current project manager to keep asking questions to the previous project manager, who may not have all the answers or may not be available. Therefore, the most likely cause of this situation is that the documentation was not archived as per the PMO standards. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; How to Archive a Completed Project: A Guide for PMOs, Introduction and Benefits sections.

QUESTION 79

Which of the following cloud models is designed to provide compute, storage, and networking resources on demand?

- A. Software as a service
- B. Infrastructure as a service
- C. Data as a service
- D. Platform as a service

Correct Answer: B

Section:

Explanation:

Infrastructure as a service (IaaS) is a cloud model that provides on-demand access to cloud-hosted physical and virtual servers, storage, and networking resources. IaaS customers can provision, configure, and use these resources as they would use on-premises hardware, but without the hassle of purchasing, installing, managing, and maintaining them. The cloud service provider owns, manages, and maintains the hardware and computing resources in its own data centers, and charges the customers based on their usage. IaaS is suitable for customers who need flexibility, scalability, and control over their IT infrastructure, and who want to avoid the high costs and complexity of owning and operating their own hardware. The other options are not correct because:

Software as a service (SaaS) is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS customers do not need to install, update, or maintain the software, as the cloud service provider handles all the technical aspects. SaaS is suitable for customers who need to access common applications, such as email, office productivity, or customer relationship management, without worrying about the underlying infrastructure or platform.

Data as a service (DaaS) is a cloud model that provides on-demand access to cloud-hosted data sources, such as databases, data warehouses, or data lakes. DaaS customers can query, analyze, and visualize the data, as well as integrate it with other applications or services, using APIs or web interfaces. DaaS is suitable for customers who need to leverage data from various sources, such as social media, IoT devices, or third-party providers, without having to store, manage, or process the data themselves.

Platform as a service (PaaS) is a cloud model that provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS customers can use the platform's tools, frameworks, libraries, and services to create and deploy applications, without having to worry about the underlying infrastructure or software. PaaS is suitable for customers who need to develop, test, and deploy applications quickly and efficiently, and who want to take advantage of the cloud's scalability, reliability, and security features. Reference=IaaS vs. PaaS vs. SaaS; AWS Fundamentals: Understanding Compute, Storage, Database, Networking & Security; What are the different types of cloud computing?; What is Cloud Storage and How to Use It

QUESTION 80

Two developers are discussing the design solution for a particular feature. The meeting is taking longer than expected, and the parties have been unable to reach an agreement. The project manager decides to take a break and continue the meeting on another day. Which of the following techniques is the project manager using?

- A. Avoiding
- B. Smoothing

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- C. Forcing
- D. Compromising

Correct Answer: A

Section:

Explanation:

Avoiding is a conflict resolution technique that involves postponing or withdrawing from a conflict situation. The project manager is using this technique by taking a break and continuing the meeting on another day, hoping that the conflict will resolve itself or become less important over time. This technique may be appropriate when the conflict is trivial, the potential damage is greater than the benefits, or more information is needed before making a decision. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 287; [CompTIA Project+ Certification Exam Objectives], Domain 3: Project Execution, Objective 3.2: Given a scenario, apply appropriate conflict resolution techniques.

QUESTION 81

During a complex, multiyear project, a PM must discern which project tasks overlap so resources can be allocated appropriately. Which of the following is best for determining this information?

- A. PERT chart
- B. Milestone chart
- C. Gantt chart
- D. Budget burndown chart

Correct Answer: C

Section:

Explanation:

A Gantt chart is a visual tool used in project management to represent the timing of tasks required to complete a project. It is particularly useful for showing the start and finish dates of elements of a project, dependencies between tasks, and the current schedule status. This makes it an ideal choice for a project manager to discern overlapping tasks and allocate resources efficiently.

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

QUESTION 82

During the testing phase of a project, the legal department rejected a deliverable due to compliance issues. The project manager reviewed the risk register and triggered the mitigation plan for this item. Which of the following documents should the project manager update next?

- A. Schedule
- B. Status report
- C. Issue log
- D. Task board

Correct Answer: C

Section:

Explanation:

An issue log is a document that records and tracks any issues that arise during a project and how they are resolved. It is different from a risk register, which records and tracks potential risks that may or may not occur during a project. When a risk becomes an issue, it means that it has occurred and has a negative impact on the project. Therefore, the project manager should update the issue log next to document the compliance issue, its cause, its impact, its priority, its owner, and its resolution status. Updating the issue log will help the project manager communicate the issue to the stakeholders, monitor the progress of the mitigation plan, and prevent similar issues from happening again. Reference=CompTIA Project+ PK0-005 Certification Study Guide, Chapter 11: Executing Projects Part 2, page 331; Project Risk Mitigation Guide + Starter Kit | Smartsheet, Risk Register section; How to Make a Risk Management Plan (Template Included) - ProjectManager, Risk Register section; Issue Log - Project Management Knowledge, Introduction section; Issue Log Template: Free Download | ProjectManager, Introduction and How to Use an Issue Log sections.

QUESTION 83

A piece of equipment has malfunctioned and is stalling the completion of a deliverable for a project. Which of the following should the project manager do next?

- A. Buy a replacement for the faulty equipment.
- B. Get the maintenance team to resolve the issue.
- C. Escalate the issue to the project sponsor.
- D. Rate the severity of the impact the issue has on the project.

Correct Answer: D

Section:

Explanation:

This answer is based on the best practice of issue management in project management, which is to identify, analyze, prioritize, and resolve issues that affect the project performance, scope, schedule, quality, or budget¹². The first step in this process is to rate the severity of the impact the issue has on the project, which involves assessing the likelihood and consequences of the issue, and assigning a rating or score to the issue based on a predefined scale or criteria³⁴. By rating the severity of the impact, the project manager can determine the urgency and importance of the issue, and decide the appropriate course of action to address the issue⁵⁶. Rating the severity of the impact is better than the other options because:

Buying a replacement for the faulty equipment may not be feasible, cost-effective, or timely, depending on the availability, price, and delivery time of the equipment. It may also require approval from the project sponsor or other stakeholders, and may affect the project budget or scope⁷.

Getting the maintenance team to resolve the issue may not be possible, depending on the nature and extent of the malfunction, the skills and availability of the maintenance team, and the warranty or service contract of the equipment. It may also take time and resources to diagnose and fix the problem, and may cause further delays or disruptions to the project⁸.

Escalating the issue to the project sponsor may not be necessary, depending on the severity and complexity of the issue, and the authority and responsibility of the project manager. It may also create unnecessary alarm or confusion among the project stakeholders, and may undermine the project manager's credibility or autonomy⁹.

Reference= CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Issue Management?¹, Issue Management Process², How to Assess the Severity of Project Issues³, How to Prioritize Project Issues⁴, How to Replace Faulty Equipment in Project Management⁵, How to Manage Equipment Maintenance in Project Management⁶, How to Escalate Issues in Project Management⁷

QUESTION 84

Which of the following metrics BEST measures the alignment of the information security program to operational objectives?

- A. Percentage of controls with identified business owners
- B. Percentage of risk investments with defined business cases
- C. Ratio of control cost to operational budget
- D. Senior management satisfaction scores related to the security program

Correct Answer: B

Section:

Explanation:

The percentage of risk investments with defined business cases is a metric that measures how well the information security program aligns with the operational objectives of the organization. It indicates how many of the security-related investments are justified by a clear analysis of the expected benefits, costs, and risks, and how they support the business goals and priorities. This metric can help the organization optimize its security spending, demonstrate the value of security to the stakeholders, and align the security strategy with the business strategy¹. Reference= Performance Measurement Guide for Information Security, Section 3.2.3, page 16; Key Performance Indicators for Security Governance, Part 1, Section 3, page 3.

QUESTION 85

A project team is working on a document to precisely describe the success criteria that should be fulfilled by a product. Which of the following documents is the team preparing?

- A. Project scope
- B. Quality plan
- C. Contract obligations
- D. Work breakdown structure

Correct Answer: A

Section:

Explanation:

The project scope is the document that defines and describes the project objectives, deliverables, requirements, boundaries, assumptions, and constraints. It also includes the success criteria that should be fulfilled by the product or service to meet the stakeholder expectations and the business case. The success criteria are the measurable standards that indicate whether the project has achieved its intended results. The other options are not correct because:

A quality plan is the document that defines and describes the quality standards, policies, procedures, tools, and techniques that will be applied to the project to ensure that the deliverables meet the requirements and the success criteria.

Contract obligations are the terms and conditions that bind the parties involved in a contractual agreement, such as the project manager, the customer, the sponsor, and the vendor. Contract obligations specify the roles, responsibilities, deliverables, payments, and penalties of each party.

A work breakdown structure (WBS) is a graphical representation of the project scope that breaks down the deliverables into smaller and manageable components. A WBS shows the hierarchy and relationship of the project elements, but does not include the success criteria. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), pages 175-179;CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Given a scenario, create a project charter and project management plan.

QUESTION 86

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.

Correct Answer: C

Section:

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.