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**Exam Code:** PK0-004  
**Exam Name:** CompTIA Project+  
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**Website:** <https://VCEup.com/>



**Exam A****QUESTION 1**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 2**

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

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

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 3**

A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services. Which of the following documents will the company MOST likely release FIRST?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 300

**QUESTION 4**

The project manager was asked to provide recommendations for the removal of a vendor. A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation. Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

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

E. A change management plan to have the vendor replaced.

**Correct Answer:** AE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 5

A project manager is creating the WBS.

In which of the following phases is the project?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 6

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 7

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

- A. Project team members
- B. Project sponsor
- C. Project manager
- D. Project scheduler

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

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

**QUESTION 8**

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints. Which of the following documents should the project manager use to obtain this information?

- A. Project schedule
- B. Balanced scorecard
- C. Issue log
- D. Status report

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 328

**QUESTION 9**

A stakeholder is unaware of a project's status.

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

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

**Correct Answer:** AD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 10**

There are four parallel paths on a network diagram. The summary duration of each path is below:

A, C, G: 10 weeks

A, B, F: 8 weeks

D, E, H: 12 weeks D, B, F: 7 weeks

Which of the following tasks are on the critical path?

- A. A, C, G
- B. A, B, F
- C. D, E, H
- D. D, B, F

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 11**

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A. Composing a project team email with the details of the announcement is the best method. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- B. Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.
- C. Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.

D. Hosting a web conference meeting is the best method. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 260

#### QUESTION 12

A project requires daily status updates.

Which of the following is the MOST effective method for providing these updates?

- A. Backlog
- B. Standup
- C. Kickoff
- D. Retrospective

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 13

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

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 14

A project manager is justifying a required change with the associated impact on the project.

Which of the following is the NEXT step?

- A. Implementation
- B. Approval
- C. Validation
- D. Auditing

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 15

The PMO is responsible for: (Choose two.)

- A. managing the project plan, scope, risk, and budget.
- B. contributing expertise, deliverables, and estimates of costs.
- C. setting standards and practices for the organization and providing governance.
- D. outlining consequences of non-performance and coordinating between disparate projects.
- E. approving funding, developing the project schedule, and gathering high-level requirements.

**Correct Answer:** CD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 16**

A critical stakeholder has requested additional status updated beyond the schedule.

Which of the following factors MOST likely needs to be accounted for when communication with this stakeholder?

- A. Confidentiality
- B. Criticality
- C. Frequency
- D. Cultural differences

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 265

**QUESTION 17**

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

- A. Risk mitigation
- B. Archiving of project documents
- C. Tracking of expenditures
- D. Lessons learned
- E. Quality assurance

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 18**

Which of the following describes a burn rate?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 19**

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

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 20**

One deliverable failed during testing, and this has already happened several times. Which of the following tools is MOST appropriate for the project team to use to determine the cause of the problem?

- A. Run chart
- B. Fishbone diagram
- C. Scatter diagram
- D. Gantt chart

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 322

**QUESTION 21**

During the initiation phase, a project manager has asked for a document containing the high-level objectives and goals for a project. Which of the following documents would contain these items?

- A. Business case
- B. Requirements document
- C. Project timeline
- D. Task plan

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 22**

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

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

- A. A list of realized risks
- B. A list of decomposed activities

- C. A sequenced list of project tasks
- D. A document describing agreed-upon communication methods

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 23

The executive sponsor asks a project manager to summarize the following for a project:

1. Final capital expenditures.
2. Anticipated cost of new employee resources to support the solution.
3. Maintenance estimates.

Which of the following information should the project manager provide?

- A. Cost baseline
- B. Burn rate
- C. Cost variance report
- D. Total project cost

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 24

Which of the following defines a group of projects that work together to achieve a common goal?

- A. Product
- B. Portfolio
- C. Program
- D. Project plan

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 71

#### QUESTION 25

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

Which of the following documents would determine the contractual obligations?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 26**

A project manager is managing a project with a hard deadline in two weeks. At the current rate of progress, the project will not finish on time. Which of the following techniques is MOST likely to be used to complete the project on time?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 27**

A project manager is unsure if the quality of a deliverable from a SME meets specifications. Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Send an email outlining the concerns to the team member.
- C. Send a project team meeting to obtain feedback from everyone.
- D. Post the issue on the wiki page for input from stakeholders.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 28**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 29**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 30**

A project manager is managing a transactional project. One of the key team members is having difficulties understanding the client requirements. Which of the following actions would be BEST for the project manager to take?

- A. Ask the client to provide additional language resources to the team.
- B. Purchase a language translation program.
- C. Hire a translator to help the key team member
- D. Ask the client to provide requirements in the native language of the team.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 31**

After identifying all known tasks, the project manager has started to sequence and set durations. Which of the following describes how the project manager should BEST determine the initial sequence and durations?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 32**

A company has updated the method it uses to initiate projects. The company requires RFPs from three vendors, and low and high bids must be rejected to determine the selected vendor. Which of the following terms describe this requirement?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 33**

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house a different type of reptile that will require a different temperature range than the capacity of the installed system. The modification has been approved. Which of the following constraints are MOST likely to be affected? (Choose two.)

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

**Correct Answer:** CD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 34

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 35

The project manager has noticed a vendor is not performing in accordance with the SLA. Which of the following items should the project manager use to highlight the vendor's areas of poor performance?

- A. Balanced score card
- B. WBS
- C. Post-project evaluation
- D. PERT

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 332

#### QUESTION 36

Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option. This type of conflict resolution is known as:

- A. forcing.
- B. avoiding.
- C. smoothing.
- D. compromising.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 37**

Which of the following metrics demonstrates to a project manager if a project is overspending or underspending?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 231

**QUESTION 38**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 39**

An organization has multiple projects that are taking place simultaneously.

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 40**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 41**

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

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

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 42**

During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project.  
Which of the following actions should the project manager take?

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

**Correct Answer: A**

**Section: (none)**

**Explanation****Explanation/Reference:**

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

**QUESTION 43**

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

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

**Correct Answer: A**

**Section: (none)**

**Explanation****Explanation/Reference:**

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

**QUESTION 44**

Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process.  
Which of the following conflict resolution techniques has the project manager utilized?

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

D. Avoiding

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 45**

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

A. Execution

B. Kickoff

C. Closure

D. Planning

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 112

**QUESTION 46**

A project manager is working on the project charter.

Which of the following phases does this describe?

A. Initiation

B. Planning

C. Execution

D. Closing

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 47**

A project in the execution phase is over budget, and tasks on the critical path are on schedule.

Which of the following should the project manager do NEXT?

A. Update the project management plan.

B. Issue a change request.

C. Revise the project charter.

D. Evaluate the impact to the baseline.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 48**

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

Which of the following documents would a project manager create to make team meetings more effective? (Choose two.)

- A. Create an SOW prior to each meeting and adhere to it.
- B. Create a meeting agenda prior to each meeting and adhere to it.
- C. Create a lessons learned list prior to each meeting and adhere to it.
- D. Create a project charter prior to each meeting and adhere to it.
- E. Create an action item list during the meeting and adhere to it.
- F. Create a corrective action plan prior to each meeting and adhere to it.
- G. Create a WBS prior to each meeting and adhere to it.

**Correct Answer:** BE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 49**

Which of the following documents should be used to provide high-level reporting to key stakeholders?

- A. Dashboard
- B. Communication plan
- C. Statement of work
- D. Project charter

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 325

**QUESTION 50**

A new project charter is being drafted.

Which of the following would be the BEST source for the high-level project requirements?

- A. Sponsor
- B. Project manager
- C. Project management office
- D. Project team

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

**QUESTION 51**

Which of the following project documents should be used to record the occurrence of an unplanned event?

- A. Action log
- B. Risk log
- C. Change log
- D. Issue log

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

**Explanation/Reference:**

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

**QUESTION 52**

Which of the following documents does a vendor rely on MOST before committing funding and resources to a project?

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

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

**Explanation/Reference:**

Section: (none)

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

**QUESTION 53**

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

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

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

**Explanation/Reference:**

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

**QUESTION 54**

A customer will have ongoing changes to project requirements.

Which of the following is the BEST project management methodology for this requirement?

- A. Waterfall
- B. Agile
- C. PRINCE2
- D. Bottom-up

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

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 310

**QUESTION 55**

Which of the following describes risk mitigation?

- A. The transfer of the risk to another entity or project inside or outside the organization, along with associated costs.
- B. The understanding of the risk with a detailed explanation of how the project intends to address the potential for occurrence.
- C. The quantification of the risk in terms of how much the risk could potentially cost the project or parent organization.
- D. The weighting or prioritization of the risk against all other identified risks within this project or others associated with it.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 56

Which of the following is a definition of an RFP?

- A. A document sent to potential vendors to solicit a bid for a project.
- B. A document sent to potential vendors to request information for skills and experience for a project.
- C. A document sent to potential vendors to request a commitment for a project.
- D. A document sent to potential vendors to solicit information that excludes pricing information for a project.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 300

#### QUESTION 57

A customer has requested additional features for an active project.

Which of the following steps should take place NEXT?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 58

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

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 59**

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

Which of the following documents should the project manager create?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 60**

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Sales clerk
- B. Marketing representative
- C. Team lead
- D. Product item

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

VCEUp

**QUESTION 61**

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

ID	Task Name	Start	Finish	Duration	Mar 2017																							
					6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24					
1	Task 1	3/6/2017	3/6/2017	1d																								
2	Task 2	3/7/2017	3/13/2017	5d																								
3	Task 3	3/7/2017	3/9/2017	3d																								
4	Task 4	3/10/2017	3/17/2017	6d																								
5	Task 5	3/20/2017	3/21/2017	2d																								

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 62**

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference.

Which of the following is MOST likely to be the main challenge the influences this decision?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 63

A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project. Which of the following would the project manager MOST likely do?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 64

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

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

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

**Correct Answer:** AD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 65

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 66**

A project team is mainly based in a metropolitan area. The team also has members in a remote area, where Internet access is limited and unstable. Which of the following factors will MOST likely influence the communication methods used in the project?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 67**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 68**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 69**

A project manager needs to track the actual and estimated start and finish dates of all WBS work packages. Which of the following is a necessary step to record the actual durations?

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

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

**Explanation/Reference:**

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

**QUESTION 70**

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

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

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

**Explanation/Reference:**

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

**QUESTION 71**

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

- A. Relocation
- B. Scope
- C. Business process
- D. Schedule
- E. Risk event

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

**Explanation/Reference:**

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

**QUESTION 72**

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

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

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

**Explanation/Reference:**

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

**QUESTION 73**

A project manager provides status reports to a customer on a biweekly basis, but the customer is very busy and only has a few minutes to review the project.  
Which of the following are critical for the project manager to provide?

- A. Cost, schedule, organizational chart, and risks/issues
- B. Risks/issues, cost, RACI chart, and action items
- C. Schedule, cost, risks/issues, and milestones
- D. Action items, organizational chart, schedule, and NDA

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 74

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

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 75

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

Which of the following documents should the project coordinator use?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 76

A new project sponsor has joined the project team, and the constraints on the project have been reprioritized. The project cost was previously the most important factor, but the new sponsor has indicated that meeting a new, shorter deadline is the priority.

Which of the following effects is this MOST likely to have on the project?

- A. The deliverables and quality will remain the same, but the cost will increase.
- B. The deliverables and quality will remain the same, but the cost will decrease.
- C. The deliverables and cost will remain the same, but the quality will increase.
- D. The cost and quality will remain the same, but the deliverables will increase.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 77**

A project has fallen behind schedule. Upon investigation, the project manager determines that team members have implemented requirements relayed via impromptu hallway meetings with the client. Which of the following should the project manager do to resolve this issue?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 78**

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

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 79**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 80**

Team members have reported that meetings are poorly attended and unproductive.

Which of the following steps can the project manager take to make the meetings more productive?

- A. Discontinue the meetings with the poorest attendance.
- B. Decrease the length of the meetings.
- C. Distribute an agenda before each meeting.
- D. Document team member attendance and report it to management.

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

**Explanation/Reference:**

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

**QUESTION 81**

Due to a new government regulation, a project change is required. The project manager evaluates the change and realizes a representative from the legal department will need to approve the change as well. The project manager should:

- A. follow the change process flow and notify the legal department after the change is implemented.
- B. extend a formal invitation to the legal department representative to join the CCB.
- C. hold a separate meeting with the legal department representative and ask for approval.
- D. notify the legal department representative in the event of an upcoming audit.

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

**Explanation/Reference:**

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

**QUESTION 82**

A customer asks a project manager if a small change can be made during the delivery phase. The project manager does not agree to the change. Which of the following is the MOST likely reason?

- A. Established communication plan
- B. Scope creep
- C. Resource constraints
- D. Iterative approach

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

**Explanation/Reference:**

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

**QUESTION 83**

In which of the following organizational structures would a project manager have the MOST authority?

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

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

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 57

**QUESTION 84**

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question-during business hours for the project manager, who is located at a different facility.

Which of the following is the MOST expedient communication method, assuming the question-can be resolved quickly?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 85**

A new stakeholder has joined the project team and requested modifications that will result in minor changes to the project budget and schedule. The project manager is concerned that the requests will lead to:

- A. quality control issues.
- B. additional risks.
- C. scope creep.
- D. time constraints.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 86**

A vendor has accepted a proposed project from a customer. Which of the following is MOST likely to be the first document created by the project manager?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 87**

A project manager has noticed poor attendance at status meetings. Which of the following strategies should the project manager use to improve attendance? (Choose two.)

- A. Provide an agenda before the status meeting.
- B. Adhere to an agenda and scheduled time.
- C. Add non-project-related items to the agenda.
- D. Add and discuss new agenda items throughout the meeting.
- E. Discard the action items at the conclusion of the meeting.

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 88**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 89**

If a project sponsor wants to know the current status and progress of a project, which of the following is the BEST approach to find this information?

- A. The project sponsor should obtain the current status from team members, put it into a presentation, and present it to the project manager for review.
- B. The scheduler should obtain the current status from team members, apply it to the baseline of the schedule, and run a report.
- C. The scheduler should obtain the current status from team members, update the project charter, project management plan, dashboard, and SOW, and then create a status report to provide to the project manager.
- D. The scheduler should obtain the current status from team members, update the risk register, and provide the information to the project champion for review.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

VCEUp

**QUESTION 90**

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action. Which of the following techniques is the project manager using?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 91**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 92**

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

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

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 93**

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs. Which of the following actions should the project manager take?

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

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 94**

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

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

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 95**

A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close date. The project team meets and determines that the project should be fast-tracked.

Which of the following documents should the project team reference to fast-track the project? (Choose two.)

- A. Scope management plan
- B. Configuration management plan
- C. Network diagram

- D. Project schedule
- E. Project plan

**Correct Answer:** CD

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 96**

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

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

**Correct Answer:** C

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 97**

A project manager was directed to complete a project sooner than previously planned. Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Reduce the scope
- B. Increase the budget
- C. Decrease staff
- D. Update the WBS

**Correct Answer:** D

**Section: (none)**

**Explanation**

**Explanation/Reference:**

References: [https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false](https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false)

**QUESTION 98**

A project manager has contracted a third-party vendor to achieve milestones. Which of the following risk strategies is the project manager applying?

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

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 99**

A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

- A. Outsourcing
- B. Business process change
- C. Shared resources
- D. Split

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 100

A project has been experiencing some difficulties due to third-party vendors. The project manager should request.

- A. Additional resources
- B. A gate review
- C. A risk register update
- D. A performance audit

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

#### QUESTION 101

A project's key stakeholders have requested significant changes that will affect the scope. To adjust the project scope, which of the following need to be changed? (Choose two.)

- A. Cost performance parameter
- B. Project schedule
- C. KPI
- D. Corrective action plan
- E. WBS

**Correct Answer:** BE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

[https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner++update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false](https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner++update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false)

+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

#### QUESTION 102

A project has activities on the critical path that must be completed before other activities can start.

Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

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

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

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

Correct Answer: D  
 Section: (none)  
 Explanation

Explanation/Reference:

QUESTION 103

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



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

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

Correct Answer: D  
 Section: (none)  
 Explanation

Explanation/Reference:

QUESTION 104

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

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

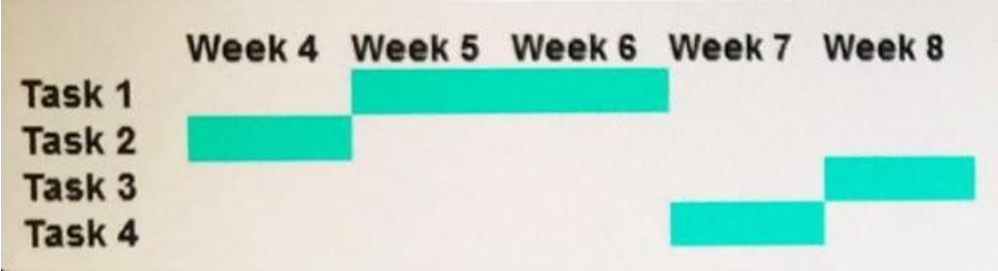
Correct Answer: B  
 Section: (none)  
 Explanation

Explanation/Reference:

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

QUESTION 105

A project manager is successfully adhering to an eight-week project schedule through week three. A change in the marketplace will require the project manager to deliver the product one week early.



Given the project schedule above, which of the following aspects are missing for the project manager to plan and execute an accelerated schedule? (Choose two).

- A. Cost
- B. Predecessors
- C. Lag
- D. Durations
- E. Resource loading
- F. Subtasks
- G. Float

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

**Explanation/Reference:**

#### QUESTION 106

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

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

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

**Explanation/Reference:**

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

#### QUESTION 107

The chairperson of the board is visiting from another country and wishes to meet the project team members. The next project team meeting will be held next week, but the chairperson is leaving before the meeting. Which of the following actions should the project manager take?

- A. Schedule a conference call for the team meeting and invite the chairperson.
- B. Arrange an impromptu team meeting with the chairperson.
- C. Email the chairperson the meeting minutes from the scheduled meeting
- D. Invite the chairperson to the next project team meeting

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

**Explanation/Reference:**

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

#### QUESTION 108

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

- A. A project is a temporary endeavor.
- B. A project provides a unique product, service, or result.
- C. A project is an ongoing endeavor.
- D. A project involves scheduled maintenance.
- E. A project includes life-cycle cost management.

**Correct Answer:** AB

**Section: (none)**

**Explanation**

**Explanation/Reference:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 71

**QUESTION 109**

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

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 110**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

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

**QUESTION 111**

The project manager of a global project constantly receives complaints from individuals at another location that some team members are not available after lunch on Fridays. This is acceptable to the project manager. Which of the following factors is the MOST likely cause for this scenario?

- A. Personal preference
- B. Intra-organizational differences
- C. Culture
- D. Time zone

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 112**

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

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

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

**Explanation/Reference:**

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

**QUESTION 113**

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

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

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

**Explanation/Reference:**

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

**QUESTION 114**

An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fast-tracked tasks that require additional hours. Which of the following documents did the project manager fail to reference?

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

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

**Explanation/Reference:**

**QUESTION 115**

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

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

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

**Explanation/Reference:**

References: <https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+approval+authority+for+project+funding&source=bl&ots=QjPXRQ0G3Y&sig=gToYb55ruudpdmlyciTUJwsS7vY&hl=en&sa=X&ved=0ahUKEwiA08WQ3IXbAhWJpo8KHe97ACMQ6AEIRjAD#v=onepage&q=comptia%20roles%20has%20approval%20authority%20for%20project%20funding&f=false>

**QUESTION 116**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 117**

The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on a daily basis. Which of the following would be the MOST effective means to do this?

- A. Instant messaging
- B. Video conference
- C. Phone call
- D. Collaboration website

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 118**

Which of the following is an example of a project?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 119**

A project is about to begin the execution phase. The SOW and project plan have been approved, and the project team has been formed. Which of the following types of meetings should happen NEXT?

- A. Update
- B. Scheduling
- C. Kickoff
- D. Review

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 120**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 121**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 122**

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

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

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 123**

A team member learns that an assigned task is not due until the very end of the project. Moreover, the team member is not aware of any predecessor tasks dependent on completing the assigned task. Which of the following does the project manager use to decide if the team member can start the task later or earlier?

- A. Review the PERT chart and evaluate if the task is a critical dependency.
- B. Review the PERT chart and evaluate if the task is a discretionary dependency.
- C. Review the PERT chart and evaluate if the task is a real dependency.
- D. Review the PERT chart and evaluate if the task is an external dependency.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 124**

A project manager travels abroad to meet the offshore team and sends out a meeting invitation to review requirements. However, many team members decline the meeting invitation. The PM approaches one team member to determine why people are declining. The team member indicates the project manager scheduled the meeting at a time when employees typically have permission to take a nap. Which of the following is the project manager facing?

- A. Language barriers
- B. Time zones
- C. Cultural differences
- D. Personal preferences

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 125**

Which of the following vendor documents specifically address quality? (Select TWO).

- A. LOI
- B. SLA
- C. Warranty
- D. PO
- E. NDA

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 126**

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

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

**Correct Answer:** CE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 127**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 128**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 129**

A governance committee has just approved a new project. The project scheduler is now developing the project schedule. Which of the following activities should be done FIRST?

- A. Add durations.
- B. Add the start and finish dates
- C. Add tasks.
- D. Add resources.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 130**

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

- Coordinate project schedule
- Manage to the triple constraint
- Provide performance feedback to team members' managers

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 131**

Which of the following shows projected project expenditures?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 132

A project manager wants to introduce the practice of a WBS to the PMO, but the other managers believe this will create extra work. Which of the following would BEST communicate the need for a WBS to the other managers? (Select TWO).

- A. Using the WBS will help prevent work from slipping or being forgotten.
- B. The WBS will be required on very large projects.
- C. The WBS will be required if the project manager has the time available to complete it.
- D. The WBS will aid in determining which resources are required for the project.
- E. The WBS is the best way to determine risks of the project.

**Correct Answer:** AD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 133

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 134

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 135**

The PM is preparing for the planning phase kickoff meeting. It is imperative for the team to focus during the meeting on the expected outcomes. Which of the following best describes what the PM should work on FIRST?

- A. Project charter
- B. Project schedule
- C. Meeting agenda
- D. Responsibility assignment matrix
- E. Risk register

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 136**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 137**

While working on risk ranking, the project team is unsure about the qualitative scales to be used for probability and impact. The project manager directs the team to look in the:

- A. quality plan.
- B. project management plan.
- C. risk register.
- D. process diagram.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 138**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 139**

A project is in the initiation phase. Which of the following tasks will take place during this phase?

- A. Develop a WBS.
- B. Define the project requirements.
- C. Create a project charter.
- D. Acquire the project resources.

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 140**

A team member has completed an assigned task. Which of the following roles should be notified FIRST?

- A. Project sponsor
- B. Key stakeholders
- C. Project manager
- D. Project team

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 141**

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

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

**Correct Answer: B**

**Section: (none)**

**Explanation****Explanation/Reference:**

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

**QUESTION 142**

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

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

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

**Explanation/Reference:**

#### QUESTION 143

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

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

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

**Explanation/Reference:**

#### QUESTION 144

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

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

Which of the following calculations accurately shows the critical path?

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

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

**Explanation/Reference:**

#### QUESTION 145

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

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

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

**Explanation/Reference:****QUESTION 146**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 147**

Which of the following inherently affects quality standards?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 148**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 149**

A project manager does not have enough time to complete several tasks on a critical path. The budget is a low concern. Which of the following should be used to complete the tasks on time?

- A. Fast-track the tasks.
- B. Utilize positive float.
- C. Crash the schedule.
- D. Remove the critical path

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 150**

A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

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

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

References <https://programsucces.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/>

**QUESTION 151**

A risk with minor impact has been realized. There is no change to the triple constraint. The PM should notify the:

- A. internal project team.
- B. key stakeholders.
- C. affected team members.
- D. full project team.

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 152**

An industry leader may be joining the project team and can potentially provide additional expertise. Which of the following strategies should the project manager employ?

- A. Exploitation
- B. Acceptance
- C. Validation
- D. Transfer

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 153**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

A non-stakeholder approaches the project manager and asks if certain items can be added to a project that was started two months earlier. Which of the following constraints does this impact MOST?

- A. Time
- B. Schedule
- C. Scope
- D. Cost

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 156**

A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

- A. Resource loading
- B. Resource leveling
- C. Prioritizing tasks
- D. Allocating resources

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 157**

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

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

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

**Explanation/Reference:**

**QUESTION 158**

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

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

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

**Explanation/Reference:**

**QUESTION 159**

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

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

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

**Explanation/Reference:**

"Smoothing is a temporary way to resolve conflict. In this technique, the areas of agreement are emphasized over the areas of difference" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**QUESTION 160**

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

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

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

**Explanation/Reference:**

**QUESTION 161**

A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

- A. Pareto chart

- B. Fishbone diagram
- C. Process diagram
- D. Run chart

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 164**

A project team added a new member who has proprietary information about a competitor's product. The team member was suddenly removed from the project. Which of the following MOST likely occurred?

- A. The company received a C&D.
- B. A higher-priority project needed the expertise.
- C. The new member did not sign an NDA.
- D. An SLA prevented new team members.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 165**

In which of the following categories does a business process change fit?

- A. Project change
- B. Organizational change
- C. General change
- D. Departmental change

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

"Business process changes typically occur within the organization. An example of a business process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way"

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

#### QUESTION 166

A project manager is trying to explain to a stakeholder why projects are progressively elaborated upon. Which of the following is the BEST explanation?

- A. In the beginning, projects entail a degree of uncertainty that needs to be specified.
- B. In the beginning, projects have start and finish dates that require elaboration.
- C. In the beginning, projects are part of a program that requires coordination.
- D. In the beginning, projects start with detailed inputs that need to be explained.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 167

A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the MOST likely reason for the failed inspection?

- A. There were insufficient resources assigned to the task.
- B. The prior document version was not reviewed.
- C. Version control processes were not applied.
- D. The CCB was not contacted.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 168

A project manager has received a change order that will reduce a project's timeline and budget. However, the change order also indicates the goals and deliverables of the project must remain unchanged. Which of the following is the MOST logical impact to the project?

- A. The reduced timeline will impact the quality of the deliverables because the amount of time to test will be reduced.
- B. The reduced budget will result in reduced resources, which will lead to a strong matrix organizational structure being used.
- C. The reduced timeline will decrease risk, resulting in an increased contingency reserve.
- D. The reduced budget will cause the project manager to reject the change order.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 169**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 170**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 171**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 172**

A project manager is creating the monthly report for top management. The project manager has collected the information below:

AC = 100

PV = 80

EV = 120

Based on this information, the CPI reflects which of the following about the project?

- A. It is under budget.
- B. It is over budget.

- C. It is ahead of schedule.
- D. It is behind schedule.

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

**Explanation/Reference:**

"The cost performance index (CPI) is calculated this way:

$CPI = EV / AC$ "

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

**QUESTION 173**

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

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

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

**Explanation/Reference:**

**QUESTION 174**

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

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

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

**Explanation/Reference:**

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

**QUESTION 175**

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

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

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

**Explanation/Reference:**

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

**QUESTION 176**

When forming a project team, there are a number of phases.  
When a project team is productive and effective this phase is known as which of the following?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 177

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

#### QUESTION 178

A project has just finished performance testing and found that the application can only handle 100 concurrent users where the requirement was to handle 500 concurrent users.  
In which of the following components of the project plan should this be documented?

- A. Scope statement
- B. Issues log
- C. WBS
- D. Change form

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 179

A project team has determined it will need to source data from a system that was not part of the project scope.  
The role of the project manager is to analyze which of the following impacts?

- A. Technical design, schedule, and budget
- B. Business process impacts and resourcing
- C. New software and hardware requirements
- D. Schedule, budget, and quality

**Correct Answer:** C

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 180**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 181**

The project manager has had a large number of change requests approved by the project steering committee, but has been given no extra time to deliver the project. Which of the following schedule compression techniques should be used by the project manager?

- A. Rescheduling
- B. Crashing
- C. Rebaselining
- D. Control scope

**Correct Answer:** B

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 182**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 183**

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

- A. Prioritizing the specific event.
- B. Variance in the process over time.

- C. Causes of a specific event.
- D. Determining the number of events.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 184**

The design activity of a project has the following cost attributes:

PV = 100,000

EV = 20,000

AC = 90,000

Based on this scenario, calculate the schedule variance.

- A. -80,000
- B. -70,000
- C. 10,000
- D. 120,000

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 185**

Ann, one of the affected stakeholders, feels that the project team has not been giving periodic stakeholder updates and that her input has not been taken into account. Which of the following should the project manager do to ensure stakeholder expectations are met?

- A. Ensure that Ann is involved during the testing phase of the project so she can call out functional gaps.
- B. Organize a walkthrough of the solution and ensure face-to-face updates occur every two weeks.
- C. Escalate the issue to the project steering committee that Ann is criticizing the project quality.
- D. Organize a requirements workshop to capture any gaps.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 186**

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

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

**Correct Answer:** AE

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 187**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 188**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 189**

The final project report should contain which of the following?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 190**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 191**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:**

Section: (none)

**QUESTION 192**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 193**

Which of the following tools would a project manager use to determine the root cause of an issue?

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Histogram
- D. Monte Carlo Analysis

**Correct Answer:** B

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 194**

Which of the following activity sequencing techniques uses nodes to symbolize activities and arrows to show how their dependencies are connected?

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

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

**Explanation/Reference:**

**QUESTION 195**

Which of the following activity sequencing techniques uses nodes to symbolize the dependencies of each activity?

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

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

**Explanation/Reference:**

**QUESTION 196**

A PM receives notification that an issue will impact a deliverable on the critical path. The issue is logged with a unique ID and assigned to a team member; however, the team member has not addressed it after a week. Which of the following would be the BEST approach to resolving the issue?

- A. Assign a different team member to resolve the issue before the next status meeting.
- B. Review the issue with the assigned team member to determine a due date.
- C. Set a due date to resolve the issue and inform the assigned team member.
- D. Report the team member to a functional manager for disciplinary action.

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

**Explanation/Reference:**

**QUESTION 197**

Three IT companies have agreed to summarize their efforts as a common organization to generate new businesses in the IT cloud computing industry. Which of the following is the type of organizational change described?

- A. Expansion
- B. Rightsizing
- C. Merger
- D. Onboarding

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

**Explanation/Reference:**

**QUESTION 198**

A project manager is not required to participate in performance appraisal meetings with team members. The project manager is working within which of the following organizational structures?

- A. Projectized
- B. Balanced matrix

- C. Functional
- D. Strong matrix

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 199**

A sponsor requests that the project team shorten the completion of a project by two months to give the sales team more leverage in renegotiating the contract with the client. The budgeted time is 500 hours, and the projected earned value is \$30,000.

Project Completion	Total Hours	Actual Cost
6 months	420	\$25,200
4 months	620	\$37,200

Which of the following represents the cost variance for both project completions?

- A. -\$4.8K and -\$7K
- B. -\$4.9K and \$7K
- C. \$4.8K and -\$7K
- D. \$4.8K and \$7K

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

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

**QUESTION 200**

A daily standup Scrum meeting is BEST accomplished in a:

- A. telephone conference.
- B. group email.
- C. face-to-face meeting.
- D. video conference.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 202**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 203**

A project schedule lists a resource as 50% because it likely:

- A. is a shared resource.
- B. depict a resource shortage.
- C. signifies overallocation of a resource.
- D. notes underallocation of a resource.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

VCEUp

**QUESTION 204**

A project manager is mapping qualifications and available personnel to the project requirements. Which of the following activities is the project manager completing?

- A. Team Building
- B. Team Selection
- C. Resource loading
- D. Resource leveling

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 205**

Which of the following is a reason for assessing risk in a project?

- A. To identify new tasks
- B. To shorten the project timeline
- C. To avoid rework
- D. To establish a budget

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 206**

The project sponsor wishes to implement a 24/7 solution for the service desk, requiring the establishment of the capability on three different continents. Which of the following factors is MOST likely to influence communication methods across the project?

- A. Personal preferences and message content
- B. Level of message/report detail and confidentiality constraints
- C. Time zones and language barriers
- D. Technological and criticality factors

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 207**

A project team is defining detailed risks. Which of the following project phases is taking place?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 208**

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

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

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 209**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 210**

A minor change to the baseline schedule is required. This change will be the second minor modification to the schedule. Which of the following is the appropriate version number?

- A. 0.3
- B. 1.2
- C. 2.0
- D. 3.0

**Correct Answer:** B

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 211**

Which of the following is used to perform a root cause analysis?

- A. Ishikawa diagram
- B. Bar chart
- C. Pareto diagram
- D. Scatter plot

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:**

Reference <http://asq.org/learn-about-quality/cause-analysis-tools/overview/overview.html>

**QUESTION 212**

Which of the following documents is typically signed by the vendor and includes a reference for how customers' internal information will be protected?

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

**Correct Answer:** D

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 213**

A project has fallen behind schedule for no obvious reason, so the PM has gathered the team to brainstorm. Which of the following should the PM do NEXT?

- A. Go over the meetings objectives and agenda.
- B. Brief the team on which tasks have fallen behind schedule and where the project has slack.
- C. Refer to the risk register to map the risks to issues and mitigation strategies.
- D. Review the issue log with the project team and identify potential risks.
- E. Review an Ishikawa diagram with the project team to determine possible causes and effects.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 214**

A project sponsor wants to demonstrate progress on a deliverable to all stakeholders at the next tollgate meeting. This feature was not scheduled for this tollgate, but the project manager plans to add it to the next phase. Which of the following describes what the project manager is doing?

- A. Crashing the schedule
- B. Prioritizing tasks
- C. Determining milestones
- D. Developing sprints

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 215**

A vendor was removed from a company due to non-performance but continues to submit invoices for work that was not completed. Which of the following should the project manager do to stop the vendor from sending invoices?

- A. Draft a C&D letter and send it to vendor.
- B. Review the MOU with the vendor.
- C. Ask the legal departments to draft a non-complete agreement for the vendor to sign.
- D. Meet with the finance department to prevent the vendor from sending invoices.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 216**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://toggl.com/stages-of-team-development/>

**QUESTION 217**

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

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

D. Outsourcing

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 218**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 219**

A project has passed a phase-gate, and the new phase is ready to begin. Which of the following is the MOST appropriate method to communicate the transition to team?

- A. Kickoff meeting
- B. One-on-one meetings
- C. Voice conferencing
- D. Instant messaging

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 220**

A project manager receives a call from the area regional building department and is informed that, upon inspection, waterlines from public water access to the project building do not meet local material and installation code specifications. Which of the following items BEST describes the unmet objective?

- A. Schedule
- B. Milestone
- C. Gate
- D. Task

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 221**

A project manager at a projectized organization is finishing the objective goals for the appraisal process. Performance goals have been identified for colocated individuals working on the team. Which of the following is the appropriate communication method for relaying the goals to the team members?

- A. Email
- B. Distribution of printed media
- C. Face-to-face
- D. Video conferencing

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 222

During the testing phase, a team member has informed the project manager that the test environment was set with inadequate client information, putting the project in jeopardy. Which of the following should the project manager do NEXT?

- A. Ask the team member to move to a different test environment.
- B. Ask the team member to refrain from testing the scenarios.
- C. Revisit the risk management plan and provide corrective actions.
- D. Revisit the contingency plan and provide corrective actions.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 223

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 224

A project manager must create documentation before the project kickoff meeting. Which of the following documents will identify the project, introduce the project manager, and establish authority in the project?

- A. Responsibility matrix
- B. Resource allocation plan
- C. Project charter
- D. Statement of work

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 225

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

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

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 226**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 227**

A project team has failed to deliver on changes the project manager outlined on a call two weeks ago. The project team members indicate they did not remember the contents on the call. Which of the following should the project manager do FIRST to improve the level of awareness of changes to the project schedule?

- A. Define the communications plan.
- B. Record the missed tasks on the issue log.
- C. Provide meeting minutes after each call.
- D. Complete a fishbone diagram.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 228**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 229**

A project manager wants to ensure that a detailed overview of a new kitchen fits the client's standards. Which of the following will the project manager MOST likely work to accomplish?

- A. Detailed project schedule to deliver on time
- B. Gate reviews to capture the progress and feedback
- C. Reasonable number of changes to maintain quality
- D. Wide range of time between the start and end of the installation

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 230**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 231**

Which of the following risk strategies prevents a risk from impacting a project?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference <https://pm4id.org/chapter/11-2-risk-management-process/>

**QUESTION 232**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

Reference <http://smallbusiness.chron.com/project-management-cpi-numbers-mean-35541.html>**QUESTION 233**

A project team completed a brainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk response

**Correct Answer:** A**Section:** (none)**Explanation****Explanation/Reference:****QUESTION 234**

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

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

**Correct Answer:** D**Section:** (none)**Explanation****Explanation/Reference:****QUESTION 235**

While developing a project schedule, the project manager is attempting to sequence the following tasks:

Task name	Predecessor(s)
A Task A	B
B Task B	C, F
C Task C	E
D Task D	A, B
E Task E	F
F Task F	

Which of the following is the correct sequence for the above tasks?

- A. F, C, A, E, B, D
- B. F, E, C, B, A, D
- C. F, A, B, C, E, D
- D. D, B, E, F, C, A

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

**Explanation/Reference:****QUESTION 236**

Which of the following represents additional unauthorized requirements from the client?

- A. Scope creep
- B. Changing scope baseline
- C. Change request
- D. Gold plating

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 237**

A contract review meeting has been scheduled with a non-performing vendor. The project manager has been asked to provide recommendations for continuous service improvements and removal of the vendor. Which of the following documents should the project manager review BEFORE the meeting?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 238**

Which of the following describes KPIs?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 239**

Before a team can start on a sprint, they will need to:

- A. create a set of iterations to work on and prioritize.
- B. generate an icebox of work items to review.
- C. review the backlog of work items to prioritize.
- D. take client requirements and draft them into a task list.

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 240**

A task on the critical path will not be completed on time. The project manager is reviewing both the schedule and the risk register to create a corrective action plan. The project completion date and quality of the deliverable cannot change. Which of the following activities should the project manager perform NEXT?

- A. Revise the project plan.
- B. Update the issue log.
- C. Request additional funding.
- D. Issue a change request.

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 241**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 242**

Which of the following defines the minimum level of engagement of a stakeholder?

- A. Passive
- B. Invested
- C. Contributing
- D. Interested

**Correct Answer:** A

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 243**

At a project kickoff meeting, several team members acted unprofessionally. The project manager would like to set expectations for team interaction. Which of the following would BEST accomplish this?

- A. Team contract
- B. Corrective action plan
- C. User acceptance policy
- D. MOU
- E. SLA

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

**Explanation/Reference:**

**QUESTION 244**

A company is in the process of combining the human resources and marketing departments. Which of the following describes this change?

- A. Business process change
- B. Business merger
- C. Internal reorganization
- D. Interorganizational change

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

**Explanation/Reference:**

**QUESTION 245**

A change is being implemented on a project, and while in testing, it becomes clear that the change cannot be finalized due to the severe impact it would have on other critical systems. Which of the following should the team consult to determine which actions to take?

- A. Incident response plan
- B. Regression plan
- C. Progress plan
- D. Business continuity plan

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

**Explanation/Reference:**

**QUESTION 246**

A senior developer abruptly resigned without notice. Because of the senior developer's expertise, the active task workload was substantial. This would likely impact the project's: (Select two.)

- A. environment
- B. scheduling
- C. requirements
- D. quality
- E. scope
- F. budget

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

**Explanation/Reference:**

**QUESTION 247**

Which of the following information does the project risk register typically contain?

- A. Type of risk, identified risk, risk response, impact of risk, severity of risk
- B. Type of risk, project task, risk response, impact of risk, severity of risk
- C. Type of risk, identified risk, risk response, project schedule risk, severity of risk
- D. Type of risk, identified risk, risk response, impact of risk, risk avoidance

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 248**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 249**

A critical issue has developed in an active project, and the project manager wants to notify the 20-person global project manager use FIRST to relay this information?

- A. Individually call all project team members.
- B. Send an email to all project team members.
- C. Schedule a conference call.
- D. Schedule a face-to-face meeting.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 250**

Which of the following documents ensures two parties do not share contractually binding information?

- A. C&D letter
- B. RFI
- C. NDA
- D. MOU

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 251**

Tasks B and D start after Task A is completed. Task C starts after Tasks B and D are completed. task E starts after Task D is completed. Task H starts after task B is completed. Task G starts after Tasks C and H are completed. Task F

starts after Task E is completed.  
Following are the durations of all tasks:  
Task Duration

- A. Four weeks
  - B. Two weeks
  - C. Six weeks
  - D. Three weeks
  - E. Seven weeks
  - F. One week
  - G. Two weeks
  - H. Nine weeks
- Which of the following tasks are on the critical path?
- A. A, D, C, G
  - B. A, B, H, G
  - C. A, D, E, F
  - D. A, B, C, G

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 252

Which of the following documents should be used FIRST when addressing a vendor that is not complying with the project deliverables?

- A. SLA
- B. Project charter
- C. Risk register
- D. RFP

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 253

A project manager is overseeing a multinational project, and team leaders from numerous countries indicate the team members have low morale. Which of the following is the MOST likely reason the project manager would be unaware of the team member's decreased morale?

- A. The project manager did not pay attention to visual cues.
- B. The project manager did not perform active listening.
- C. The project manager did not prioritize team member concerns.
- D. The project manager did not visit the project's international office locations.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 254

A vendor advises the project manager that a key component of the project is no longer available and recommends a higher-cost replacement. To have this change approved, the project manager submits a change request that contains which of the following?

- A. Description, cost difference of the replacement, and WBS
- B. Description, justification, and cost
- C. Cost difference of the replacement, justification, and communications plan
- D. Description, quality impact, and cost

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 255**

Which of the following documents serves the primary purpose of requesting details about a vendor's capabilities?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 256**

A Chief Executive Officer (CEO) has approached a project team member to request a project change. Which of the following would be the BEST step for the project manager to take to prevent scope creep?

- A. Deny the CEO's request.
- B. Implement the project change.
- C. Submit the request to the CCB.
- D. Ask the CEO to follow the communications plan.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 257**

Which of the following is a characteristic of a project?

- A. It solves a business problem.
- B. It created a unique service.
- C. It has a definite beginning and end.
- D. It adheres to a formal framework.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 258**

A project team has completed a major deliverable earlier than planned and wants to deliver it for testing. The team lead sends an email providing notice of task completion to the project manager. Which of the following describes how the project manager can increase the likelihood that the deliverable moves to testing?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 259**

A project manager has been experiencing resistance from a group of stakeholders. With which of the following should the project manager consult to reduce friction going forward?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

VCEUp

**QUESTION 260**

New requirements were introduced during the execution phase of a project, and the team believes this will impact the project cost but not the timely completion of project deliverables. Which of the following is the BEST way for the PM to validate the assessment?

- A. Ask the team for estimates, and review the project schedule and budget.
- B. Ask the team to review the product scope and validate its impact on the schedule and quality.
- C. Ask the team for estimates, and review the cost management plan.
- D. Ask the team to perform a SWOT analysis, and validate the assessment.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 261**

Which of the following conflict resolution techniques relies on establishing areas of agreement rather than disagreement?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 262**

During the planning phase of a construction project, the project team discovers the site is the nesting area of rare birds, and construction could disrupt the birds' patterns. Lobbyists would like the team to move the project down the road. Which of the following constraint and influencer types are involved in this scenario?

- A. Environmental; resources
- B. Environmental; stakeholders
- C. Deliverables; resources
- D. Deliverables; stakeholders

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 263**

Which of the following features describe a projectized organization? (Select two.)

- A. The project manager has less authority over the project team than in a strong matrix.
- B. Team members are solely dedicated to project activities.
- C. The functional manager has full authority over the project team members.
- D. The project manager has full authority over the project team members.
- E. Team members from various departments are assigned to the project.

**Correct Answer:** BD

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 264**

Which of the following are the BEST risk analysis tools to determine a project's risk level? (Select two.)

- A. Fishbone diagram
- B. RACI matrix
- C. Monte Carlo
- D. Process flowchart
- E. Expert judgment
- F. Project dashboard

**Correct Answer:** CE

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 265**

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

- A. Quotation
- B. Letter of intent
- C. Proposal

- D. Evaluation
- E. Warranty
- F. Charter

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 266**

Due to a lack of adherence to the risk response plan, there are numerous safety concerns within the scope of a building project. Which of the following MOST likely explains this issue?

- A. Risks were not identified.
- B. Risks were not mitigated.
- C. Risks were not exploited.
- D. Risks were not communicated.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 267**

A new contractor joining the project team is an example of:

- A. offshoring
- B. offboarding
- C. rightsizing
- D. outsourcing

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 268**

A project sponsor, project manager, and project facilitator are drafting a project charter. The final contents of this documentation will be presented to the project steering committee for review and approval. The following sections are currently documented:

- Project description
- Draft project timeline and schedule
- Rough milestones
- Draft project budget
- Draft resources required
- High-level risk review

Which of the following sections should be included in this document?

- A. Business information
- B. Full risk assessment results
- C. Draft work breakdown structure
- D. Full resource requirements

**Correct Answer:** C

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 269**

A primary work location is unsafe due to a gas leak. The project manager has implemented the business continuity plan and authorized relocation to an alternate site. Which of the following should be notified?

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

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 270**

A PM is reviewing bids from vendors and has a question. Which of the following documents should the PM use to obtain a response?

- A. Project schedule
- B. RFP
- C. Quotation
- D. RFI

**Correct Answer: B**

**Section: (none)**

**Explanation****Explanation/Reference:**

Section: (none)

**QUESTION 271**

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

- A. shared resource contention
- B. intraproject resource contention
- C. interproject resource contention
- D. dedicated resource contention

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 272**

Which of the following describes some of the features of the Agile methodology?

- A. It uses a direct approach, Gantt charts, and a ticketing system.
- B. It uses an indirect approach, spreadsheets for documentation, and change request documents.
- C. It uses an iterative approach, backlogs, and burndown charts.

D. It uses a step-by approach, an issue log, and pie charts.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 273**

An organization needs a vendor to provide a solution. The organization can only describe its goals but not how to accomplish the work. Which of the following types of procurement should be used?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 274**

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

- A. Gantt chart
- B. Action items
- C. Project schedule
- D. Meeting minutes

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 275**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 276**

The Chief Executive Officer (CEO) has announced that the hardware division will be sold to another company. The sale of this division is an example of which of the following?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 277**

When closing a project, which of the following must be completed to allow team members to return to their designated departments?

- A. Perform retrospective
- B. Release resources
- C. Obtain sign-off from the sponsor
- D. Close contracts

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 278**

A project manager has received numerous complaints from staff concerning poor service provided by a vendor. Which of the following steps should the project manager take FIRST to correct the problem?

- A. Review the SOW with the vendor and terminate the vendor
- B. Notify the key stakeholders of the problem and send a C&D letter to the vendor
- C. Notify the vendor of the complaints and review the SLA with the vendor
- D. Review the acceptable use policy with the vendor before requesting termination of the vendor's employee.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 279**

Upper management asks a project sponsor to provide several ad hoc reports as a brief overview of the project's current status. Which of the following types of reports should the project sponsor use to quickly summarize the status report data?

- A. Pie chart
- B. Run chart
- C. Project schedule
- D. Dashboard information

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 280**

A project team started work on a project and was ahead of schedule when the project sponsor announced that the project needed to stop because of shifting strategic priorities. The constraint described in this scenario is:

- A. cost
- B. environmental
- C. scope
- D. scheduling

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 281**

A stakeholders asked for a change to the project. The project manager discussed and documented the desired change, and the proper authorities approved it. Which of the following steps of the control was missed?

- A. Communicate the change
- B. Quality check
- C. Implementation
- D. Evaluate impact and justification

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

VCEUp

**QUESTION 282**

Communication on a project is flowing well. Team members are motivated, and they are allowed to make decisions about their work. Which of the following management styles is the project manager MOST likely using?

- A. Exploitive
- B. Retrospective
- C. Participative
- D. Authoritative

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 283**

Which of the following analyses should a project manager use to determine problem areas for corrective action planning? (Select two.)

- A. Planned value
- B. Schedule variance
- C. Acceptable variance
- D. Cost variance
- E. Earned value

**Correct Answer:** DE

**Section:** (none)

**Explanation****Explanation/Reference:**

Section: (none)

**QUESTION 284**

The project manager needs to motivate the team; however, is an insufficient budget for awards.  
Which of the following motivating agents is the MOST appropriate option the project manager can utilize?

- A. Reduce the workload
- B. Replace resources
- C. Extend the timeline
- D. Provide additional responsibility

**Correct Answer: D**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 285**

A project manager needs status on the project timeline.  
Which of the following team members should provide an update?

- A. Product owner
- B. Business analyst
- C. Scheduler
- D. Sponsor

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 286**

A project team is in the process of risk planning. One of the team members identifies a weather-related risk, which may cause delivery delays.  
Which of the following is the BEST risk response strategy?

- A. Exploit
- B. Enhance
- C. Mitigate
- D. Communicate

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 287**

Under an Agile methodology, standup meetings occur:

- A. daily
- B. twice daily
- C. weekly

D. ad hoc

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 288**

A project team is not delivering their tasks in a timely manner. Additionally, tasks are being reworked because requirements continue to be identified as work packages are being delivered. Which of the following are NOST likely missing from the project? (Select two.)

- A. Project charter
- B. Organizational chart
- C. Scope document
- D. Status report
- E. Business case
- F. Project plan

**Correct Answer:** CF

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 289**

A project manager is required to maintain various documents and procedures. Which of the following require ongoing attention and periodic updates?

- A. Project charter
- B. Change requests
- C. Project management plan
- D. Communication plan
- E. Project SOW

**Correct Answer:** C

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 290**

A meeting has taken place with quality assurance team members and the project manager. Which of the following events would MOST likely have triggered the meeting?

- A. Audit
- B. Risk register update
- C. Task completion
- D. Resource change

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 291**

A project sponsor wants to know when the plan changed to ship the deliverables to a new location. To determine the answer, the project manager should FIRST review the:

- A. project management plan
- B. scope statements and issue log
- C. project dashboard and status report
- D. action items and meeting minutes

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 292**

A project manager is reviewing documents to develop the project charter. While reviewing historical project documentation, the project manager decides to include the following in the charter:

- Project title description
- Preassigned resources
- Budget
- WBS
- Measurable project objectives

Which of the following components should be a part of the project management plan instead of the project charter?

- A. Project title and description
- B. Preassigned resources
- C. Budget
- D. WBS
- E. Measurable project objectives

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 293**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 294**

A project is coming to the end of a phase. The PMO requires that the quality team review the work and budget before moving on to the next phase of the project. The project manager must schedule the review of the phase and have the stakeholders present.

This review is referred to as:

- A. change management
- B. A milestone
- C. a tollgate

D. an incident response

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 295**

A fire occurred in the production facility over the weekend, affecting the machinery being used to produce a deliverable. No injuries were reported. Which of the following is MOST appropriate for the project manager to do NEXT?

- A. Refer to the contingency plan
- B. Conduct an immediate emergency team meeting
- C. Perform a SWOT analysis
- D. Implement the risk response plan

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 296**

As a project processes, the team appears disjointed. Meetings are not effective because the right team members are not in the discussion, and functional managers are questioning if the project manager has a true management plan. Which of the following documents should be reviewed FIRST to uncover the issue?

- A. Communications plan
- B. Scope statement
- C. Project management plan
- D. Organizational chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 297**

Two companies have merged. Which of the following may impact the project manager's communication methods after the merger?

- A. Updates to issues logs
- B. Increase in change requests
- C. Changes to stakeholder requirements
- D. Updates to the WBS

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 298**

Despite receiving regular updates, a sponsor learns a project recently slipped. Which of the following documents can the sponsor review to determine the project's performance? (Select two.)

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

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 299**

A new corporate policy was approved that will positively affect the project.  
Which of the following should the project manager do FIRST?

- A. Schedule the change
- B. Review the communication plan
- C. Update the issue log
- D. Update the risk register

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 300**

Given the following sprint:

Sprint	Items Not Started
Day 1	10
Day 2	7
Day 3	5
Day 4	3
Day 5	0

Which of the following charts BEST demonstrates the decreasing number of Not Started items for the sprint depicted above?

- A. Gantt chart
- B. Pareto chart
- C. Scatter chart
- D. Burndown chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 301**

When developing a project schedule, which of the following tools would be MOST beneficial?

- A. Gantt chart

- B. Network diagram
- C. Fishbone chart
- D. Chain diagram

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 302

Based on the table below:

Task	Duration	Sequence
Task A	5 days	Task B
Task B	8 days	Task D, Task E
Task C	4 days	Task F
Task D	2 days	Task F
Task E	5 days	Task F
Task F	6 days	End

Which of the following is the critical path if Task B has extended to ten days?

- A. 21 days
- B. 23 days
- C. 24 days
- D. 26 days

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 303

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 304

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 305**

Expenditure tracking helps with cost:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 306**

On an OBS chart, there is a dashed line between some team members and the project manager, and there is a solid line connecting other members to the project manager. Additionally, some employees at a lower level on the chart have no connection to the project manager.

Which of the following does this signify?

- A. Horizontally aligned organization
- B. Vertically aligned organization
- C. Matrix aligned organization
- D. Project aligned organization

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Section: (none)

**QUESTION 307**

A project manager is determining a project's critical path to report the projected completion date to stakeholders. Which of the following information will be required? (Select two.)

- A. Costs
- B. Dependencies
- C. Schedules
- D. Durations
- E. Holidays
- F. Milestones

**Correct Answer:** BD






**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 308**

A project manager has developed the initial schedule for an upcoming project.

ID	Task Name	Start	Finish	Duration	Mar 2017																		
					6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Task 1	3/6/2017	3/6/2017	1d																			
2	Task 2	3/7/2017	3/13/2017	5d																			
3	Task 3	3/7/2017	3/9/2017	3d																			
4	Task 4	3/10/2017	3/17/2017	6d																			
5	Task 5	3/20/2017	3/21/2017	2d																			

Using the attached schedule, which of the following is the critical path?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 17 days

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 309

A diagram or chart is required to illustrate data differences given the following:

1. The diagram or chart must track at least two variables to determine the relationship between independent variables and include a regression or trend line.
2. The diagram or chart should include cause and effect analysis and investigate historical information.

Which of the following should be used given these requirements?

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Histogram
- D. Probability distribution
- E. Run chart
- F. Scatter chart

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 310

During the planning phase, the project manager meets with the project team to determine the tasks and their relationship.

Which of the following should the project manager receive from the team members? (Select two.)

- A. Durations
- B. Start/finish dates
- C. Dependencies
- D. Resources
- E. Baseline

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 311**

Project status meetings have poor attendance. A SME from the hardware team dominates the meetings when questions are asked, not allowing input from other members. Which of the following steps should the PM take to make the meetings more productive? (Select two.)

- A. Facilitate the meetings by adhering to the agenda.
- B. Encourage interaction among team members during the meetings.
- C. Ensure meetings minutes are accurately recorded.
- D. Adjust the number of meetings.
- E. Change the number of action items.
- F. Schedule impromptu meetings when the SME is absent.

**Correct Answer:** BF

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 312**

A project team is identifying, rating the probability of, and determining the impact on potential problems throughout the project. The team is also including the corresponding actions to take. Which of the following activities does this describe?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk qualification

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 313**

A manufacturer is developing a product that will start in one week. The product has a delivery deadline of 90 days. Which of the following characteristics classifies this as a project?

- A. Repetitive
- B. Ongoing
- C. Iterative
- D. Temporary

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 314**

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

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

- A. \$40,000
- B. \$70,000
- C. \$95,000
- D. \$120,000

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

**Explanation/Reference:**

#### QUESTION 315

The design team and development team disagree about what technology should be used for a major requirement. A brainstorming meeting takes place, where both teams focus on the mutually agreed-upon deliverables. Which of the following conflict resolution techniques did the teams use?

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

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

**Explanation/Reference:**

#### QUESTION 316

A project manager is analyzing the cost variances produced when comparing two different projects completions.

Project completion	Estimated hours	Projected cost	Projected variance
6 months	400	\$24,000	-\$6,000
4 months	600	\$36,000	\$6,000

Which of the following factors could be causing the increased variance for the four-month projects? (Select two.)

- A. Increased resource productivity
- B. Increased resource allocation
- C. Increased schedule variance
- D. Increased labor cost
- E. Increased labor overhead

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

**Explanation/Reference:**

#### QUESTION 317

One of the tasks on a project's critical path is progressing too slowly. The team member who is responsible for completing the task is assigned to multiple projects with aggressive deadlines. Which of the following roles has the responsibility of resolving the issue?

- A. CCB
- B. PMO
- C. Project sponsor
- D. Project scheduler

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 318**

A project manager is meeting with top management executives and presenting a project status report. The Chief Information Officer (CIO) and other executives complain that the meeting is taking too long and not providing summary information on the project's progress.

Which of the following should the project manager be presenting?

- A. Project issue
- B. Project dashboard
- C. Project schedule
- D. Project milestone

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 319**

During an ad-hoc meeting, the PM notifies the sponsor that while the project is on schedule, material costs have increased and the project is over budget. To save the project, the PM request a material contract with a less expensive vendor. The sponsor approves the change, and project comes in within target tolerances. The company, however, receives numerous stakeholder complaints.

Which of the following is the MOST likely cause of these complaints?

- A. The quality of the deliverable decreased due to the rising material cost.
- B. The PM did not follow the project communication plan.
- C. Quality assurance actions were not adjusted for the vendor change.
- D. The change was not documented and approved.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 320**

A team member has completed a project task. Which of the following is the FASTEST method to communicate the task completion?

- A. Social media
- B. Email
- C. Instant messaging
- D. Team meeting

**Correct Answer:** B

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 321**

A project manager has been assigned a complex project and does not know all the activities required to complete it. Which of the following if the BEST approach to determine the work packages for the WBS?

- A. Brainstorming
- B. Analogous
- C. Bottom-up
- D. Forward pass

**Correct Answer: C**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 322**

A new project manager is working in an environment where resources report to another supervisor. The project manager is having difficulty with a particular member and wants to escalate the issue. Which of the following documents should the project manager consult?

- A. Issue log
- B. RACI chart
- C. Risk management plan
- D. Organizational chart

**Correct Answer: B**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 323**

The Chief Executive Officer (CEO) has changed the direction of a business and no longer needs one of the divisions. A deal is reached to sell the division to a company in another state. Which of the following BEST describes this type of organizational change?

- A. Business process change
- B. Internal reorganization
- C. Relocation
- D. Demerger

**Correct Answer: D**

**Section: (none)**

**Explanation****Explanation/Reference:****QUESTION 324**

The anticipated funding level for an approved project was reduced. The sponsor has met with the project manager to identify several scope reductions. Which of the following is the NEXT step the project manager should take?

- A. Update the documentation.
- B. Implement the change.
- C. Close the project.

D. Evaluate the impact.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 325**

Which of the following describes a project's budget overrun?

- A. The project spends only half of the funds.
- B. The project spends only the allocated funds.
- C. The project spends none of the funds.
- D. The project spends in excess of the funds.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 326**

A PM has notified the project team of an immediate project relocation. Of which of the following triggers is this MOST likely a result? (Choose two.)

- A. Business continuity response
- B. Resource changes
- C. Disaster recovery response
- D. Risk response
- E. Gate review

**Correct Answer:** AB

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 327**

A project can be defined as:

- A. permanent and ongoing.
- B. temporary and unique.
- C. temporary and standard.
- D. permanent and unique.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 328**

Two critical members have approached the project manager separately regarding personality conflicts. The project manager cannot remove either from the project or separate their work activities. To help resolve the conflict, which of the following would be BEST for the project manager to do?

- A. Send an email to the entire project team encouraging proper etiquette.
- B. Discuss the problem during the next daily status update.
- C. Perform an in-person meeting involving both parties.
- D. Schedule a mandatory team-building activity.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 329**

A project manager is archiving of project documents.  
Which of the following phases does this describe?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 330**

Which of the following are MOST essential to developing an effective project team? (Choose two.)

- A. Team building by mixing in-house and remote human resources
- B. Dedicating the junior resources to the shortest tasks
- C. Sharing senior resources with other projects
- D. Selecting team members with the appropriate skill sets
- E. Building trust through honesty and good communication

**Correct Answer:** DE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 331**

A local company is part of a hostile takeover by a multinational conglomerate. The Chief Executive Officer (CEO) directs that all meetings be conducted via video conference to save costs and expedite communication. This scenario is an example of:

- A. outsourcing.
- B. corporate acquisition.
- C. internal reorganization.
- D. process change.
- E. relocation.
- F. resource management.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 332**

A company's management team is in a meeting to review all the products and services delivered in the first quarter of the year for profitability. They are requesting information on payback period, return on investment, and total cost of ownership. The project manager is checking the project repository for available documentation. In which of the following documents is the project manager MOST likely to find the required information?

- A. Business case
- B. Project charter
- C. Risk management plan
- D. Scope of work

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 333**

A client has requested a project be completed ahead of schedule. The client understands the triple constraints and agrees to expand the defect tolerance. Which of the following should the PM do NEXT?

- A. Crash the schedule.
- B. Notify the project team.
- C. Initiate a change request.
- D. Accept the risk.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 334**

A project manager is procuring new equipment from a vendor. The vendor requires a physical signature on all purchase orders. Which of the following should the project manager do to order the equipment quickly? (Choose two.)

- A. Mail the purchase order and follow up with a phone call.
- B. Fax the purchase order and follow up with a phone call.
- C. Drive to the vendor if local and provide a signed purchase order.
- D. Scan and send the purchase order and follow up with a phone call.
- E. Request a courier from the vendor to pick up the purchase order.

**Correct Answer:** CE

**Section:** (none)

**Explanation**

**Explanation/Reference:**