PK0-004.137q

Number: PK0-004
Passing Score: 800
Time Limit: 120 min

PK0-004

CompTIA Project +

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
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 3
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 4
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:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 82

QUESTION 5

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 6

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 7
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 8
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 9
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 10
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 11
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 12
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 13
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 14
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 baselineD. 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 15
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 16
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 17
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 18
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 19
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 20
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 21
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 22
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 23
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 24
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 25
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 26
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:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 299

QUESTION 27

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 28**
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 29
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 30
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 31
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 32
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 33
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 34
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 35
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 36
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 37
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 38
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.

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39
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 40
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 41
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 42
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 43
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 44
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:

QUESTION 45
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:

QUESTION 46
A project manager has noticed poor attendance as 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 47

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 48
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:

QUESTION 49
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 50
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 51
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 52
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 53
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=0ahUKEwi8uJXIj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=on
e page&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

QUESTION 54
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 55
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 56
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, AC. D, A, C
D. B, C, A, D

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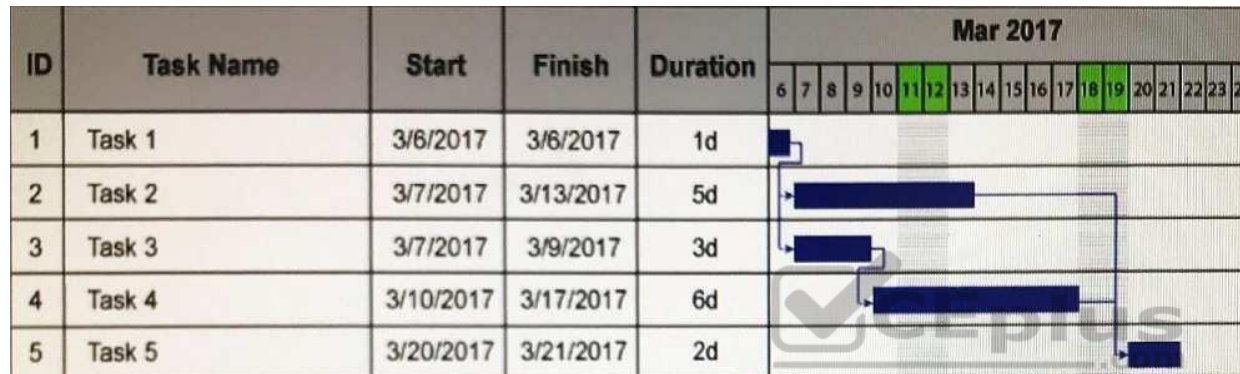**Section: (none)**
Explanation

Explanation/Reference:

QUESTION 57
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.

ID	Task Name	Start	Finish	Duration	Mar 2017
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	

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 58
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 59
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 60
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 61
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 62
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 63

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

QUESTION 64
An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fasttracked 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 65
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=gToYb55ruudpdmlyclTUJwsS7vY&hl=en&sa=X&ved=0ahUKEwiA08WQ3IXbAhWJpo8KHe97ACMQ6AEIRjAD#v=o
n epage&q=comptia%20roles%20has%20approval%20authority%20for%20project%20funding&f=false

QUESTION 66
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 67
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 68
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 69
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

Explanation/Reference:
References http://www.pmgloss.com/comptia/

QUESTION 70
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 71
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:

QUESTION 72
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 73
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. TheWBS will be required on very large projects.
C. TheWBS will be required if the project manager has the time available to complete it.
D. TheWBS 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 74
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 75
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 76
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 77
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 78
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:
Explanation
"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

QUESTION 79
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 80
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 81
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 82
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 83
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 84
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 85
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 86
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 87

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 88

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 89
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:
Explanation
"The cost performance index (CPI) is calculated this way:
CPI = EV / AC"

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

QUESTION 90
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 91
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:

QUESTION 92
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 93
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 94
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 95
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 96
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 97
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 98
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 99
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 100
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 101

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 102
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 103
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 104
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 105
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 106

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 107

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 108

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 109
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 110
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 111
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:

QUESTION 112
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:

![VCEplus logo](https://vceplus.com/)
QUESTION 113
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 114
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 115
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 116
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 117
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 118
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 119
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:

QUESTION 120
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 121
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 122
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 123
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 124
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 125
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 126
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 127
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 128
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:
Reference *http://smallbusiness.chron.com/project-management-cpi-numbers-mean-35541.html*

QUESTION 129
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 130
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 131
Which of the following represents additional unauthorized requirements from the client?

A. Scope creep
B. Changing scope baseline
C. Change requestD. Gold plating

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 132
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 133
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 134
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:

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 136
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 137
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:

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