

PK0-004

Number: PK0-004
Passing Score: 800
Time Limit: 120 min
File Version: 1

PK0-004



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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?



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- 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 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

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Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 3

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 4

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 5

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 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

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 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 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 11

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 12

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 13

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 14

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 15

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 16

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 17

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 18

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 19

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.



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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

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Explanation/Reference:

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

QUESTION 20

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 21

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:

QUESTION 22

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 23

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 24

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 25

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 26

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 27

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 28

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 29

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 30

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 31

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 32

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 33

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 34

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 35

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 36

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 37

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 38

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 39

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 40

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 41

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 42

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 43

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 44

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 45

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 46

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 47

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 48

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 49

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 50

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 51

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 52

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 53

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 54

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 55

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 56

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=mlexbBmFJKkAuXuftqO2YiLLQgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false

QUESTION 57

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 58

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

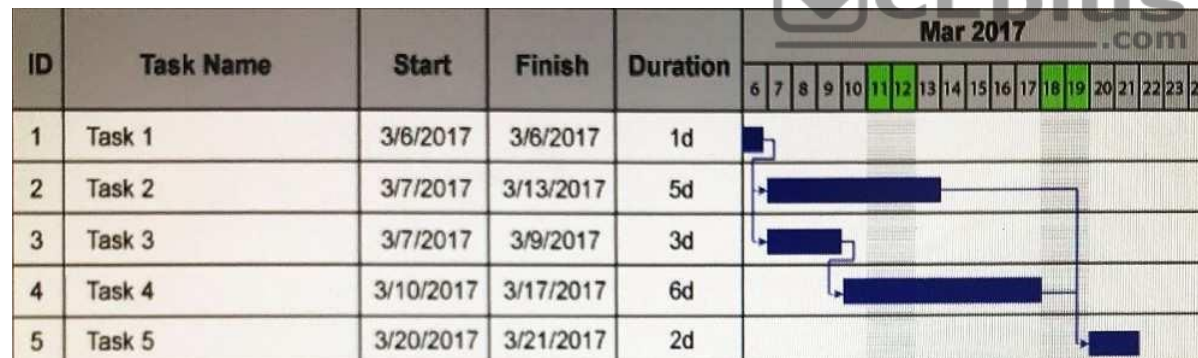
Explanation/Reference:

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>

QUESTION 59

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 60

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 61

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 62

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 63

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 64

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 65

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 66

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 67

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 68

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 69

Which of the following vendor documents specifically address quality? (Choose two.)

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

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 70

A project manager has been assigned a complex project and does not know all the activities required to complete it.

Which of the following is 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 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

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 73

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 74

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 75

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? (Choose 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 76

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 77

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 78

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 79

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:

Explanation

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

QUESTION 80

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 81

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 82

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 83

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 84

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 85

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 86

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 87

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 88

Which of the following inherently affects quality standards?

- A. SLA
- B. MOA
- C. MOUD. WBS

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 89

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

- A. Scope
- B. Time
- C. QualityD. Cost



<https://vceplus.com/>

Correct Answer: D

<https://vceplus.com/>

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 90

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:

QUESTION 91

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 92

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

<https://vceplus.com/>

- 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 93

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 94

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 95

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 96

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 97

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 98

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 99

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 100

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:

Explanation

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

QUESTION 101

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 102

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 103

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 104

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 105

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 106

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 107

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 108

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 109

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 110

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 111

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 112

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.

B

QUESTION 113

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 114

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 115

Correct Answer:

Section: (none)

Explanation

Explanation/Reference:

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 116

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 117

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.

A

QUESTION 118

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 119

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:

Correct Answer:

Section: (none)

Explanation

Explanation/Reference:

QUESTION 120

Which of the following statements are correct regarding project management? (Choose 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 121

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 122

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

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

A

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

QUESTION 123

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 124

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

Correct Answer:

Section: (none)

Explanation

Explanation/Reference:

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 125

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 126

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 127

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 128

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 charge 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 129

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 130

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

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

Correct Answer: BF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 131

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 132

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 133

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 134

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 135

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 136

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 137

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 138

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 139

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 140

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 141

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 142

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 143

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 144

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: (Choose two.)

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

Correct Answer: BD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 145

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 146

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 147

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 148

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 149

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 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 150

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:

QUESTION 151

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 152

Which of the following features describe a projectized organization? (Choose 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 153

Which of the following are the BEST risk analysis tools to determine a project's risk level? (Choose 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 154

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

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

Correct Answer: BF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 155

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 156

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:

QUESTION 157

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 158

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 159

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 160

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 161

The project manager needs to motivate the team; however, there 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 162

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 163

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 164

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 165

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 166

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 167

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? (Choose 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 168

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 169

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 170

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 171

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:

QUESTION 172

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? (Choose two.)

- A. Costs
- B. Dependencies
- C. Schedules
- D. Durations
- E. Holidays
- F. Milestones

Correct Answer: BD

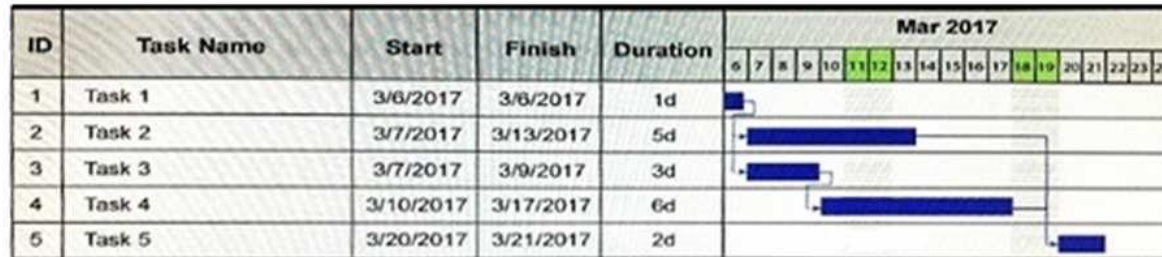
Section: (none)

Explanation

Explanation/Reference:

QUESTION 173

A project manager has developed the initial schedule for an upcoming project.



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 174

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 diagram
- E. Run chart
- F. Scatter chart

Correct Answer: F

Section: (none)

Explanation

Explanation/Reference:

QUESTION 175

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? (Choose 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 176

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 177

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 178

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 179

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 180

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 181

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:



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