

CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam



NEW QUESTION 1

A project manager buys an extended warranty for a set of servers. Which of the following risk management strategies is the manager using?

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

Answer: A

Explanation:

Transfer is a risk management strategy that involves shifting the responsibility or impact of a risk to a third party, such as an insurance company, a vendor, or a contractor¹. By buying an extended warranty for a set of servers, the project manager is transferring the risk of server failure or malfunction to the warranty provider, who will cover the cost of repair or replacement in case of a risk event. This way, the project manager reduces the exposure and liability of the project to the risk, while still retaining some level of accountability and oversight². References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 8: Planning Projects Part 4, page 245; 4 Risk Management Strategies for Successful Project Execution, Risk transferring section; How to Manage Project Risk: A 5-Step Guide, Risk treatment section.

NEW QUESTION 2

Which of the following are primary features provided by a standard IaaS solution? (Select two).

- A. Encryption
- B. Storage
- C. Networking
- D. User interface
- E. Access
- F. Database

Answer: BC

Explanation:

According to What is Logging as a Service (LaaS)? - LogicMonitor, LaaS is a cloud-based log management platform that simplifies the management of infrastructure and application logs. LaaS offers a central location where you can store, analyze and visualize the content of all your logs. It works by ingesting logs from different sources, such as web servers, IoT devices, database servers and more. It then provides actionable output by organizing and restructuring the information within these logs. Therefore, storage and networking are primary features provided by a standard LaaS solution, as they enable the collection and transmission of logs from various sources to a centralized platform. Encryption, user interface, access, and database are not primary features of LaaS, as they are either optional or secondary aspects of the service.

NEW QUESTION 3

A project manager was just assigned to a new project. Which of the following activities should the project manager undertake after accepting the project? (Select TWO).

- A. Review the detailed plan.
- B. Develop a preliminary scope.
- C. Develop a transition plan.
- D. Develop a project management plan.
- E. Review the resource pool.
- F. Review the project objectives.

Answer: EF

Explanation:

Review the resource pool and review the project objectives are activities that the project manager should undertake after accepting a new project. Reviewing the resource pool involves identifying and evaluating the availability, skills, and competencies of the human and material resources that are needed for the project. Reviewing the project objectives involves understanding and clarifying the expected outcomes and benefits of the project and how they align with the organizational strategy and stakeholder expectations. These activities can help to plan and execute the project effectively and efficiently.

NEW QUESTION 4

A PM needs to calculate the progress of the whole project scope for a presentation to the sponsor. Which of the following is the first document the PM should update?

- A. Project network diagram
- B. Gantt chart
- C. Issue log
- D. Risk report

Answer: B

Explanation:

A Gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A Gantt chart can help a project manager to calculate the progress of the whole project scope by comparing the planned and actual start and finish dates of each task, as well as the percentage of completion and the critical path. A Gantt chart is also a useful tool for communicating the project status and performance to the sponsor and other stakeholders. Therefore, the first document that the project manager should update to calculate the progress of the whole project scope is the Gantt chart. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management²; What Is a Gantt Chart? 7 Examples for Project Management³

NEW QUESTION 5

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

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

Answer: EF

Explanation:

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

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

NEW QUESTION 6

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

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

Answer: B

Explanation:

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

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

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

NEW QUESTION 7

A developer focused on a single story during an entire sprint. The story was underestimated and, therefore, was not completed. Which of the following steps should the Scrum team take next?

- A. Assign more resources to complete similar stories in the future.
- B. Break the stories into workable items that can be completed within one sprint.
- C. Extend the sprint duration when required with the approval of the product owner.
- D. Release the current progress into production and carry over the rest of the code for the next sprint.

Answer: B

Explanation:

The Scrum team should break the stories into workable items that can be completed within one sprint, which is a time-boxed period of 7 to 30 days, during which the team delivers a potentially releasable product increment. Breaking the stories into smaller and more manageable items can help the team to estimate them more accurately, plan them more effectively, and deliver them more reliably. Breaking the stories also aligns with the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software.

The other options are not the best steps for the Scrum team to take next. Assigning more resources to complete similar stories in the future may not solve the problem of underestimation, and may introduce additional complexity and communication overhead. Extending the sprint duration when required with the approval of the product owner may compromise the consistency and predictability of the Scrum process, and may delay the feedback and validation from the stakeholders. Releasing the current progress into production and carrying over the rest of the code for the next sprint may result in an incomplete or unstable product increment, and may violate the definition of done, which is a shared understanding of the quality criteria that the product increment must meet. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; The 3 Scrum Roles and Responsibilities Explained³; Implementation of Scrum - 7 Steps for an Effective Process⁴

NEW QUESTION 8

A visual that displays team progress was created for stand-up meetings. Which of the following BEST describes what is being represented on the visual?

- A. Decision board
- B. Whiteboard
- C. Task board
- D. Dashboard

Answer: C

Explanation:

A task board is a visual tool that displays team progress for stand-up meetings. A task board usually consists of columns that represent different stages or statuses of tasks, such as to do, in progress, done, or blocked. Each task is represented by a card or sticky note that can be moved across the columns as the task progresses. A task board can help to facilitate communication, collaboration, and transparency among team members and stakeholders. It can also help to track and manage work flow, prioritize tasks, identify bottlenecks, and resolve issues³

NEW QUESTION 9

SIMULATION

During a gate review meeting, the deliverable was rejected by the customer. INSTRUCTIONS

Review the dashboard.

- Part 1: Drag and drop each task, placing them in the correct order based on the project change control process.
- Part 2: Select the proper document(s) to be updated.

If at any time you would like to bring back the initial state of the simulation, please click the Reset All button.

Part 1:

Change Control Process

1

2

3

4

5

Select the appropriate document(s) to update.

6

7

8

Drag and Drop

Perform a demonstration.

Define new requirements and record changes.

Update and test the deliverable.

Consult the RACI matrix.

Assess the schedule, risk, and cost.

Obtain a sign off.

Make an announcement on the company portal.

Part 2:

Question Options

Select the appropriate document(s) to update.

Risk register

Schedule

Statement of work

Organizational chart

Change log

Issues log

WBS dictionary

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

Part 1:

Change Control Process:

? Consult the RACI matrix.

? Define new requirements and record changes.

? Assess the schedule, risk, and cost.

? Perform a demonstration.

? Obtain a sign off.

? Update and test the deliverable.

? Make an announcement on the company portal.

The change control process is a sequence of steps that helps to manage and document any changes or modifications to a project scope, schedule, cost, quality, or resources. The change control process typically involves the following steps:

? Consult the RACI matrix. A RACI matrix is a tool that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI stands for responsible, accountable, consulted, and informed. Consulting the RACI matrix can help to identify who needs to be involved or informed about the change request and how to communicate with them.

? Define new requirements and record changes. The new requirements and changes are the details of what needs to be modified or added to the project deliverables or objectives based on the customer feedback or request. Defining and recording the new requirements and changes can help to communicate and justify the need and rationale for the change and its implications on the project scope and quality.

? Assess the schedule, risk, and cost. The schedule, risk, and cost are the aspects of the project that may be affected by the change request. Assessing the schedule, risk, and cost can help to determine the impact and feasibility of the change and identify any possible alternatives or corrective actions to minimize or avoid its negative effects.

? Perform a demonstration. A demonstration is a presentation or show of how the modified or updated deliverable works or meets the customer expectations or requirements. Performing a demonstration can help to validate and verify that the change request has been implemented correctly and effectively and to obtain feedback or approval from the customer or stakeholders.

? Obtain a sign off. A sign off is a formal acceptance and approval of the change request and its deliverables from the customer or stakeholders. Obtaining a sign off can help to confirm that the change request has been completed successfully and satisfactorily and to close the change control process.

? Update and test the deliverable. The deliverable is the product or service that is produced or provided by the project. Updating and testing the deliverable can help to ensure that it meets the quality standards and criteria and that it works as expected after implementing the change request.

? Make an announcement on the company portal. The company portal is a platform or channel that allows internal communication and collaboration among employees within an organization. Making an announcement on the company portal can help to inform and update other team members or departments about the change request and its outcomes and to share any lessons learned or best practices from the change control process.

Part2:

? Risk register: A risk register is a document that identifies, analyzes, and records the potential risks or uncertainties that may affect a project. Updating the risk register can help to capture any new or modified risks that may arise from the change request and to plan and implement appropriate risk responses.

? Schedule: A schedule is a document that shows the planned start and end dates, durations, dependencies, and progress of each task or activity in a project. Updating the schedule can help to reflect any changes or adjustments to the project timeline or milestones that may result from the change request and to monitor and control the project performance and delivery.

? Statement of work: A statement of work (SOW) is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. Updating the SOW can help to document any changes or additions to the project scope or deliverables that may be requested or agreed upon by the customer or stakeholders and to ensure alignment and agreement on what needs to be done and how it will be done.

? Change log: A change log is a document that tracks and records any changes or modifications that are made to the project scope, schedule, cost, quality, or resources during a project. Updating the change log can help to document the change request, approval, implementation, and impact of each change and ensure traceability and transparency.

NEW QUESTION 10

A program manager is reviewing the project portfolio and prioritizing each project based on the company's strategic plan. Which of the following should be considered in this evaluation? (Select TWO).

- A. Company vision
- B. Global environment
- C. Brand value
- D. Mission statement
- E. Portfolio budget
- F. Local legislation

Answer: AD

Explanation:

Company vision and mission statement should be considered in the evaluation of the project portfolio based on the company's strategic plan. Company vision is a statement that describes the long-term aspirations and desired future state of the organization. Company mission statement is a statement that defines the core purpose and values of the organization and how it serves its customers and stakeholders. These statements provide direction and guidance for the strategic planning and decision making of the organization. They also help to align the project portfolio with the organizational goals and objectives and ensure that the projects and programs in the portfolio deliver value and benefits to the organization¹²

NEW QUESTION 10

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 14

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

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

Answer: C

Explanation:

An issue log is a document that records and tracks any issues that arise during a project and how they are resolved¹. It is different from a risk register, which records and tracks potential risks that may or may not occur during a project². When a risk becomes an issue, it means that it has occurred and has a negative impact on the project. Therefore, the project manager should update the issue log next to document the compliance issue, its cause, its impact, its priority, its owner, and its resolution status³. Updating the issue log will help the project manager communicate the issue to the stakeholders, monitor the progress of the mitigation plan, and prevent similar issues from happening again⁴. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 11: Executing Projects Part 2, page 331; Project Risk Mitigation Guide + Starter Kit | Smartsheet, Risk Register section; How to Make a Risk Management Plan (Template Included) - ProjectManager, Risk Register section; Issue Log - Project Management Knowledge, Introduction section; Issue Log Template: Free Download | ProjectManager, Introduction and How to Use an Issue Log sections.

NEW QUESTION 19

Which of the following is a quality assurance tool?

- A. Defining project goals
- B. Identifying the root cause analysis
- C. Assessing employee efficiency
- D. Assessing skill gaps

Answer: B

Explanation:

Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks¹²

NEW QUESTION 24

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

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

Answer: A

Explanation:

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

NEW QUESTION 26

After months of recruiting, a team finally found the right candidate for a very specific coding language assignment. Due to this delay, the team has a tight timeline without any float. A day before the candidate is scheduled to join the team, the project manager realizes the candidate has a non-compete agreement from the previous employer. Which of the following should the project manager do?

- A. Withdraw the offer to the candidate and raise this as a risk.
- B. Ignore a potential lawsuit since this is a critical project.
- C. Use a third-party company for the contract to legally avoid responsibility.
- D. Have a meeting with the project sponsor to discuss the situation.

Answer: D

Explanation:

The project manager should inform the project sponsor about the issue and seek their guidance and support. The project sponsor is the person who provides the resources and authority for the project, and who can help resolve any conflicts or problems that may arise. The project manager should not withdraw the offer, ignore the lawsuit, or use a third-party company without consulting the project sponsor first, as these actions may have legal, ethical, or financial implications for the project and the organization¹².

NEW QUESTION 30

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

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

Answer: B

Explanation:

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

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

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

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

NEW QUESTION 32

One of the key steps in controlling changes to software is obtaining approval. Which of the following statements best describes the reason for this key objective?

- A. To send the appropriate customer notifications
- B. To avoid a negative impact on other software functionalities
- C. To ensure adequate resources are in place to implement the change
- D. To confirm that the software is a business priority

Answer: B

Explanation:

Obtaining approval for changes to software is crucial to ensure that the changes do not negatively impact other functionalities of the software. Approval processes typically involve a review that assesses the potential impacts of the change, which helps in mitigating risks associated with the change.

References = The answer is based on standard project management practices and the typical use of change control processes in software development. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 36

A project manager needs to ensure that the products produced during the project meet the highest quality standards and that team members understand the importance of these standards. Which of the following should the project manager do?

- A. Train the team members.
- B. Assess the resource pool.
- C. Develop a QA plan.
- D. Create RACI matrix.

Answer: C

Explanation:

A QA plan, or quality assurance plan, is a document that specifies the quality standards, practices, resources, specifications, and activities for a product, service, project, or contract. A QA plan helps to ensure that the products produced during the project meet the highest quality standards and that the project objectives and customer requirements are met. A QA plan also helps to communicate the quality expectations and responsibilities to the team members and other stakeholders, and to monitor and control the quality performance throughout the project. Developing a QA plan is one of the key tasks of the project manager, as it is part of the project scope management and project quality management processes¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Chapter 5: Project Quality Management, p. 169; 6 Key Steps to Creating A Quality Assurance Plan - The QA Lead; What is Quality Planning? Quality Control Plans | ASQ; What Is A Quality Assurance Plan? - Sofeast

NEW QUESTION 41

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 44

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 45

A project team has just experienced an unexpected event and implemented a work-around. Which of the following documents should be used to record the event? (Select TWO).

- A. Risk report
- B. Defect log
- C. Issue log
- D. Backlog
- E. Change log
- F. Progress report

Answer: CE

Explanation:

Issue log and change log are documents that should be used to record the event where the project team has just experienced an unexpected event and implemented a work-around. An issue log is a document that tracks and records any issues or problems that arise during a project and how they are resolved. An issue log can help to monitor and control the project performance and quality and prevent any negative impacts on the project objectives and deliverables. A change log is a document that tracks and records any changes or modifications that are made to the project scope, schedule, cost, quality, or resources during a project. A change log can help to document the change request, approval, implementation, and impact of each change and ensure traceability and transparency.

NEW QUESTION 47

A project sponsor is struggling to provide the latest project status information on a weekly executive call. Which of the following should be reviewed?

- A. Meeting cadence
- B. Gap analysis
- C. Dashboard
- D. Adoption training

Answer: C

Explanation:

A dashboard is a visual tool that displays key project metrics and indicators in a single view¹². A dashboard can help a project sponsor to provide the latest project status information on a weekly executive call by showing the project progress, budget, schedule, risks, issues, and milestones in a clear and concise way³⁴. A dashboard can also facilitate communication, collaboration, and decision making among project stakeholders⁵⁶. A dashboard should be reviewed and updated regularly to reflect the current state of the project⁷. References = CompTIA Project+ Certification Study Guide⁸, CompTIA Project+ Certification Exam Objectives⁹, Write a Project Status Report in 8 Steps + Template [2023] • Asana⁶, Project Status Reports: 9 Easy Steps & Examples [+ Template]⁷, How To Write a Project Status Report (Definition and Steps)⁸, How to Write a Project Status Report [Template Included] - Togg⁹, What Is a Project Status? Definition and Key Terms - Indeed¹⁰

NEW QUESTION 48

An IT infrastructure change request needs to be implemented in the production environment. Which of the following elements are the most important prerequisites? (Select two).

- A. Rollback plans
- B. Project management plan
- C. Deployment plan
- D. Asset management plan
- E. Communication plan
- F. Resource management plan

Answer: AC

Explanation:

A rollback plan is a contingency plan that describes how to revert the system to its previous state in case the change fails or causes problems. A rollback plan is important to minimize the impact of a failed change and ensure the system's availability and functionality¹².

A deployment plan is a document that outlines the steps and procedures for implementing the change in the production environment. A deployment plan is important to ensure the change is executed smoothly, efficiently, and securely, and that the system meets the expected performance and quality standards³⁴.

NEW QUESTION 50

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

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

Answer: C

Explanation:

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

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

NEW QUESTION 52

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

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

Answer: C

Explanation:

Archiving project documentation is an important process to ensure that the project information is stored, retrieved, and updated in a consistent and efficient manner¹. It also helps to meet legal requirements, enable long-term analysis, and support new projects and team members¹. If the documentation was not archived as per the PMO standards, it would be difficult for the current project manager to find the relevant documents and learn from the previous project. This would cause the current project manager to keep asking questions to the previous project manager, who may not have all the answers or may not be available. Therefore, the most likely cause of this situation is that the documentation was not archived as per the PMO standards. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; How to Archive a Completed Project: A Guide for PMOs, Introduction and Benefits sections.

NEW QUESTION 54

A contractor attended a project meeting that was exclusively for company employees. Which of the following actions should the PM take?

- A. Escalate to vendor management.
- B. Consult the request for proposal.
- C. Review the meeting cadence.
- D. Reinforce the rules of engagement.

Answer: D

Explanation:

The rules of engagement are the guidelines and expectations that define the relationship between the contractor and the company. They may include topics such as communication, confidentiality, access, security, performance, and compliance. The project manager should reinforce the rules of engagement with the contractor to ensure that they understand and respect the boundaries and protocols of the company. This will help to avoid any potential conflicts, misunderstandings, or breaches of contract. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Project Stakeholder Management, p. 239; Contractor Rules of Engagement - Cox Enterprises, p. 1; Legal Considerations for Engaging Contractors | LegalVision

NEW QUESTION 57

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

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

Answer: C

Explanation:

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

NEW QUESTION 58

Which of the following would be considered operational security?

- A. Mobile device compliance
- B. Background screening
- C. Multifactor authentication
- D. Facility access

Answer: D

Explanation:

Operational security (OPSEC) is a process that prevents sensitive information from getting into the wrong hands by viewing operations from the perspective of an adversary¹. Facility access is a form of OPSEC that controls who can enter and exit a physical location where sensitive data or equipment is stored or processed. Facility access can include measures such as locks, alarms, badges, biometrics, guards, and cameras. The other options are not correct because:

? Mobile device compliance is a policy that ensures that mobile devices used by employees or contractors meet certain security standards and requirements, such as encryption, password protection, antivirus, and remote wipe. Mobile device compliance is not a form of OPSEC, but rather a form of data security or device management.

? Background screening is a process that checks the criminal, financial, and employment history of a potential employee or contractor before hiring them.

Background screening is not a form of OPSEC, but rather a form of human resource management or risk mitigation.

? Multifactor authentication is a method that requires users to provide two or more pieces of evidence to verify their identity before accessing a system or service, such as a password, a code, a token, or a biometric. Multifactor authentication is not a form of OPSEC, but rather a form of access control or identity management. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; What is Operational Security? The Five-Step Process, Best Practices, and More

NEW QUESTION 62

A project manager does not have the power to reward team members when they accomplish something or penalize them when they fail to perform well. As a result, the project manager is having issues with team members. Which of the following describes this organizational structure?

- A. Flat
- B. Projectized
- C. Weak matrix
- D. Functional

Answer: C

Explanation:

A weak matrix organizational structure is one where the project manager has low authority and the functional manager has high authority. The project manager is considered to be a coordinator or an escalator, and the team members are primarily loyal to their functional units. This can cause issues with team motivation, communication, and performance¹

NEW QUESTION 65

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 70

A project manager is assigned an initiative in a highly regulated industry that requires employees to safeguard certain pieces of PII. Which of the following is the best approach for the project manager to keep the information confidential?

- A. Encryption
- B. Multifactor authentication
- C. Quality assurance
- D. Password protection

Answer: A

Explanation:

Encryption is the process of transforming data into an unreadable format that can only be accessed by authorized parties who have the decryption key. Encryption is the best approach for the project manager to keep the PII confidential, as it protects the data from unauthorized access during storage and transmission¹².

NEW QUESTION 74

During a status meeting for a multisystem program, a program manager learns that some deliverables from another project are delayed. Which of the following should the program manager do next?

- A. Obtain details from the owner of the project.
- B. Update the critical path for the project.
- C. Apply contingency reserves.
- D. Reestimate epic user stories.

Answer: A

Explanation:

The program manager should first obtain details from the owner of the project that is causing the delay, such as the root cause, the impact, the mitigation plan, and the revised timeline. This will help the program manager to assess the situation, communicate with the stakeholders, and adjust the program schedule accordingly. Updating the critical path, applying contingency reserves, and reestimating epic user stories are possible actions that the program manager may take after obtaining the details, depending on the severity and duration of the delay. However, they are not the immediate next steps, as they require more information and analysis. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 10: Executing the Project, page 2431; Dealing with delays - Project Management Institute²

NEW QUESTION 79

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

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

Answer: D

Explanation:

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

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

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

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

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

NEW QUESTION 82

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

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

Answer: A

NEW QUESTION 87

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

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

Answer: A

Explanation:

The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver. Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

NEW QUESTION 92

During quality analysis, different team members are identifying multiple constraints. Which of the following tools should the project manager adopt first to help track and prioritize a resolution?

- A. Issue log
- B. Defect log
- C. Risk register
- D. Change log

Answer: A

Explanation:

An issue log is a tool that records and tracks any issues that arise during the project. It helps the project manager to identify, prioritize, assign, monitor, and resolve the issues in a timely manner. An issue log can also include information such as the issue description, impact, status, owner, and resolution date¹. An issue log is different from a defect log, which records and tracks the defects or errors in the project deliverables. A risk register is a tool that records and tracks the potential risks that may affect the project objectives. A change log is a tool that records and tracks the changes that are made to the project scope, schedule, budget, or quality².

NEW QUESTION 93

Following the approval of a change by the CCB, which of the following should a project manager consider next when deploying a new networking device into an existing production environment?

- A. Maintenance window
- B. Risk assessment
- C. Operational security
- D. Validation check

Answer: A

Explanation:

A maintenance window is a predefined period of time during which planned changes or updates can be performed on a system or network with minimal impact on the users or business operations¹. A project manager should consider the maintenance window next when deploying a new networking device into an existing production environment, as it will help to reduce the risk of downtime, disruption, or errors. A maintenance window should be scheduled in advance, communicated to the stakeholders, and aligned with the change management plan².

NEW QUESTION 95

Which of the following activities are performed during the closing phase? (Select three).

- A. Requesting project charter sign-off
- B. Recognizing project team efforts and rewarding team members
- C. Working with the financial team to obtain return of investment
- D. Revoking resource credentials from the system
- E. Updating the risk register with new findings
- F. Informing the functional manager about the release of resources
- G. Monitoring project team performance

Answer: BDF

Explanation:

The closing phase of a project involves finalizing all project activities, delivering the project deliverables, releasing the project resources, and closing out the project accounts. Some of the activities that are performed during this phase are¹²:

- Recognizing project team efforts and rewarding team members. This is an important activity to acknowledge the contributions of the project team, celebrate the project success, and motivate the team members for future projects. Recognition and rewards can be given in various forms, such as certificates, bonuses, gifts, or feedback.
- Revoking resource credentials from the system. This is a security measure to ensure that the project resources, such as staff, contractors, vendors, or consultants, do not have access to the project systems, data, or assets after the project is completed. Revoking credentials can prevent unauthorized access, data breaches, or misuse of project resources.
- Informing the functional manager about the release of resources. This is a communication activity to notify the functional manager, who is responsible for the allocation and management of resources, that the project resources are no longer needed and can be reassigned to other projects or tasks. Informing the functional manager can help to optimize the resource utilization, avoid resource conflicts, and plan for future resource needs.

References = CompTIA Project+ PK0-005 Certification

NEW QUESTION 99

For an upcoming project kickoff, a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

- A. Resource plan
- B. Organizational chart
- C. Project charter
- D. RACI chart

Answer: D

Explanation:

A RACI chart would be the most useful option for the project manager to illustrate roles for major project activities for an upcoming project kickoff. A RACI chart is a visual representation of a RACI matrix that shows who is responsible, accountable, consulted, and informed for each task or activity in a project using a table format. A RACI chart can help to communicate and document the roles and expectations of each team member and stakeholder for the project and ensure alignment and agreement.

NEW QUESTION 104

Which of the following is a consideration when determining a project's ESG factors?

- A. Project management methodology
- B. IT infrastructure security
- C. Proper accounting practices
- D. Corporate values compliance

Answer: D

Explanation:

Corporate values compliance is a consideration when determining a project's ESG factors, because it reflects how a project aligns with the ethical standards and social responsibility of the organization. Corporate values compliance can help to enhance the reputation, trust, and loyalty of the organization among its stakeholders, as well as to avoid legal or regulatory issues that may arise from violating the values. Corporate values compliance can also influence the project scope, objectives, deliverables, and stakeholders, as well as the project management methodology, processes, and practices. The other options are not directly related to ESG factors. Project management methodology is the approach or framework that guides how a project is planned, executed, monitored, and controlled. IT infrastructure security is the protection of the hardware, software, network, and data components of a project from unauthorized access, use, modification, or destruction. Proper accounting practices are the rules and standards that govern how financial transactions and statements are recorded, reported, and audited for a project. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; What Is Environmental, Social, and Governance (ESG) Investing

NEW QUESTION 106

Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

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

Answer: C

Explanation:

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

NEW QUESTION 108

Following a successful release, a project manager sent a survey to all stakeholders to gain an understanding of opportunity areas for the team. Which of the following can use the survey results as an input?

- A. Daily stand-up
- B. Project momentum
- C. Performance feedback
- D. Meeting minutes

Answer: C

Explanation:

The project manager can use the survey results as an input for performance feedback for the project team members. Performance feedback is a process of providing constructive and timely information on the performance of individuals or teams in relation to project goals and expectations. Performance feedback can help to motivate, improve, and recognize project team members³⁴⁵.

The survey results can be used as an input for performance feedback. Performance feedback involves analyzing and evaluating the performance of the project team and project management against the project plan, including identifying areas for improvement. The survey results can help identify these areas for improvement and provide feedback to the project team on their performance. References: CompTIA Project+ Study Guide Section 4.1.1

NEW QUESTION 110

A project manager makes a company-wide announcement about the successful completion of a project and thanks team members. Which of the following is the project manager doing?

- A. Bringing attention to the project sponsor
- B. Sharing lessons learned
- C. Collecting feedback
- D. Celebrating the team's hard work

Answer: D

Explanation:

A project manager who makes a company-wide announcement about the successful completion of a project and thanks team members is doing the following: Celebrating the team's hard work: This is the correct answer, as the project manager is acknowledging the efforts and contributions of the team members and showing appreciation and recognition for their performance¹².

Bringing attention to the project sponsor: This is not the correct answer, as the project manager is not highlighting the role or involvement of the project sponsor, who is the person who provides the resources and authority for the project.

Sharing lessons learned: This is not the correct answer, as the project manager is not discussing the successes, challenges, or best practices of the project, which are part of the lessons learned process.

Collecting feedback: This is not the correct answer, as the project manager is not soliciting any input or opinions from the team members or other stakeholders, which are part of the feedback process.

NEW QUESTION 111

A project manager is eager to define access requirements during the initiation phase of a project. Which of the following steps should the project manager perform first?

- A. Define the WBS.
- B. Develop a RAM.
- C. Manage the vendors.
- D. Assess the resource pool.

Answer: D

Explanation:

This answer is based on the best practice of defining access requirements in project management, which is to identify the roles, responsibilities, and permissions of the project team members and other stakeholders who need to access the project information, resources, and deliverables¹². The first step in this process is to assess the resource pool, which is the availability and capability of the human resources that can be assigned to the project³⁴. By assessing the resource pool, the project manager can determine the skills, experience, and security clearance of the potential project team members, as well as their reporting relationships, communication preferences, and expectations⁵⁶. This information can help the project manager to define the access requirements for each role and stakeholder group, and to assign the appropriate level of access to the project data, documents, tools, and systems⁷⁸. References = CompTIA Project+ Certification Study Guide⁹, CompTIA Project+ Certification Exam Objectives¹⁰, What is Requirements Management?, How to Write Project Requirements, A Guide to Functional Requirements, Project Requirements Management: A Quick Guide, Creating clear project requirements, How to Define Project Roles and Responsibilities

NEW QUESTION 112

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

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

Answer: D

Explanation:

The project manager should have a meeting with the project sponsor and main stakeholders first after discovering that some of the legal requirements have not been addressed during the project concept preparation. The project sponsor and main stakeholders are the key decision-makers and influencers of the project. They have the authority and responsibility to approve or reject any changes to the project scope, budget, or schedule. Having a meeting with them can help to communicate the issue, assess the impact, explore alternatives, and seek guidance on how to proceed with the project³⁴

NEW QUESTION 114

Which of the following offers administrators more direct control over operating systems?

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

Answer: A

Explanation:

Infrastructure as a service (IaaS) offers administrators more direct control over operating systems than other cloud service models. IaaS is a type of cloud computing service that provides virtualized computing resources such as servers, storage, network, and operating systems over the internet. IaaS allows users to rent or lease infrastructure resources on demand and pay only for what they use. IaaS gives users more flexibility and control over their infrastructure resources and enables them to configure, manage, and customize their operating systems according to their needs and preferences³

NEW QUESTION 119

A PM is working on the schedule for a project that has technical tasks and requires a SME's knowledge. The PM decides the best way to track this project is to have the project lead provide high-level updates. Which of the following is the best tool to track this data?

- A. Gantt chart
- B. Project organization chart
- C. Program Evaluation Review Technique chart
- D. Milestone chart

Answer: D

Explanation:

A milestone chart is a tool that shows the key events or deliverables of a project along a timeline¹². A milestone chart is useful for tracking the progress of a project that has technical tasks and requires a SME's knowledge, because it can provide a high-level overview of the project status, without getting into the details of each task or activity³⁴. A milestone chart can help the PM and the project lead communicate the project achievements, challenges, and expectations to the stakeholders, and also identify any potential risks or delays that may affect the project completion⁵⁶. A milestone chart is better than the other options because:
? A Gantt chart is a tool that shows the tasks, dependencies, durations, and resources of a project along a timeline⁷. A Gantt chart is more detailed and complex than a milestone chart, and may not be suitable for providing high-level updates to the stakeholders⁸.

? A project organization chart is a tool that shows the roles, responsibilities, and reporting relationships of the project team members and other stakeholders⁹. A project organization chart is not a tool for tracking project data, but rather for defining the project structure and authority¹⁰.

? A Program Evaluation Review Technique (PERT) chart is a tool that shows the tasks, dependencies, and critical path of a project along a network diagram. A PERT chart is more focused on the sequence and timing of the project tasks, and may not capture the key milestones or deliverables of the project.

References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is a Milestone Chart?¹, How to Create a Milestone Chart in Excel in 3 Steps², Milestone Chart: The Easiest Way to Track Project Milestones³, How to Use Milestones in Project Management⁴, What is a Gantt Chart?⁵, Gantt Chart vs Milestone Chart: What's the Difference?⁶, What is a Project Organization Chart?⁷, How to Create a Project Organization Chart⁸, What is a PERT Chart?⁹, PERT Chart vs Gantt Chart: What's the Difference?¹⁰

NEW QUESTION 121

Which of the following items must be protected as PII? (Select TWO).

- A. Job title
- B. Home address
- C. Work phone number
- D. Time zone
- E. Date of birth
- F. Blood type

Answer: BE

Explanation:

Home address and date of birth must be protected as personally identifiable information (PII). PII is any information that can be used to identify, contact, or locate an individual person, either alone or in combination with other sources. PII can include information such as name, email address, phone number, social security number, passport number, driver's license number, bank account number, credit card number, biometric data, medical records, etc. PII must be protected from unauthorized access, use, disclosure, modification, or destruction to prevent identity theft, fraud, or other malicious activities that may harm the individual's privacy or security.

NEW QUESTION 124

After new capabilities were deployed in a system, issues with preexisting capabilities were reported. Which of the following testing cycles should be used to prevent this issue?

- A. Performance testing
- B. User acceptance testing
- C. Stress testing
- D. Unit testing

Answer: D

Explanation:

Unit testing is a testing technique that verifies the functionality and quality of individual units or components of software, such as modules, classes, functions, etc. Unit testing can help prevent issues with preexisting capabilities by detecting and fixing errors at an early stage of development, before they affect the integration and system testing. Unit testing can also ensure that new capabilities do not break or interfere with the existing ones, by checking the compatibility and dependencies of the units. Unit testing can be performed by developers using tools and frameworks that automate the process and generate reports. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 10: Project Quality Management; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Execute quality management activities.

NEW QUESTION 126

During a stand-up meeting, a team member asks to include a change that an important stakeholder requested in the project board. This request is denied, and the team member has to go back to what was originally planned for the sprint. Which of the following individuals should the stakeholder have asked to request the change instead of the team member?

- A. Architect
- B. Project sponsor
- C. Scrum master
- D. Product owner

Answer: D

Explanation:

The product owner is the person who is responsible for managing the product backlog, which includes adding, removing, or changing items based on stakeholder feedback and business value. The product owner is also the one who can collaborate with the development team and the scrum master to decide if a change can be accommodated in the current sprint or deferred to a future sprint. Therefore, the stakeholder should have asked the product owner to request the change instead of the team member, who is not authorized to make changes to the sprint backlog.

NEW QUESTION 128

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

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

Answer: B

Explanation:

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

The project manager should use a RACI matrix to document which resources are responsible for which tasks. A RACI matrix is a type of responsibility assignment matrix

(RAM) that plots the roles and responsibilities of resources on a project team. RACI stands for Responsible, Accountable, Consulted, and Informed. A RACI matrix can help to clarify who does what on a project, avoid confusion and duplication of work, and improve communication and collaboration among team members.

NEW QUESTION 132

Which of the following software programs would be best to use to store information related to business transactions?

- A. Record management system
- B. Customer relationship management
- C. Enterprise resource planning
- D. Content management system

Answer: C

Explanation:

Enterprise resource planning (ERP) software is a type of software that integrates various business functions and processes, such as accounting, finance, inventory, sales, purchasing, human resources, and more. ERP software helps businesses store, organize, and manage information related to business transactions, such as invoices, payments, orders, receipts, and reports. ERP software also provides real-time data analysis, reporting, and forecasting capabilities.

NEW QUESTION 134

Which of the following requires the MOST availability from the business team?

- A. SDLC
- B. Scrum

- C. PRINCE2
- D. Waterfall

Answer: B

Explanation:

Scrum requires the most availability from the business team among the given options. Scrum is a popular agile framework that organizes work into short iterations called sprints, usually lasting one to four weeks. Scrum emphasizes collaboration between teams, customers, and stakeholders and encourages open communication and transparency throughout the project lifecycle. Scrum requires frequent involvement and feedback from the business team through activities such as product backlog refinement, sprint planning, sprint review, sprint retrospective, and daily scrum meetings.

NEW QUESTION 136

A project implementation partner and the project manager disagree about completed requirements. The project manager shows the project requirements as 70% complete. The implementation partner validates that all requirements were completed. Which of the following would clarify what the project implementation partner was contractually expected to complete?

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

Answer: A

Explanation:

The statement of work (SOW) would clarify what the project implementation partner was contractually expected to complete after disagreeing with the project manager about completed requirements. A SOW is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. A SOW typically includes information such as purpose, scope of work, location of work, period of performance, deliverables schedule, applicable standards, acceptance criteria, special requirements, and payment schedule. A SOW can help to establish a common understanding and agreement between the client and the service provider on what needs to be done and how it will be done.

NEW QUESTION 138

A meeting agenda included the following items:

- . Review the goals of the project.
- . Review the progress of the project.
- . Discuss if the project is ready to move forward.

Which of the following best describes this type of meeting?

- A. Stand-up
- B. Monthly status
- C. Gap analysis
- D. Gate review

Answer: D

Explanation:

A gate review is a type of meeting that evaluates the completion and quality of a project stage and decides whether the project can proceed to the next stage. A gate review is a formal governance step that involves reviewing the goals, progress, risks, deliverables, and benefits of the project, and discussing if the project is still aligned with the business strategy and stakeholder expectations. A gate review can have different outcomes, such as go, kill, hold, recycle, or conditional go, depending on the assessment of the project status and viability¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Project Change Management, p. 323; Everything Project Managers Need To Know About Gate Reviews | monday.com Blog; Gate reviews: What to do and why you need them - Rebel's Guide to Project Management; Gates and How to Operate Them - GenSight

NEW QUESTION 141

A project manager will conduct a release on the third Friday of the month. The project manager has notified users that the application will be unavailable for eight hours. Hence, users need to save any information in advance. Which of the following is the project manager most likely conducting?

- A. Application deployment
- B. Rollback plans
- C. Validation checks
- D. Maintenance window schedules

Answer: A

Explanation:

Application deployment typically involves making a software application available for use, often involving downtime or unavailability of the application. The description of the project manager notifying users about the application being unavailable for a certain period aligns with standard practices during deployment phases. The other options, such as rollback plans, validation checks, and maintenance window schedules, although important, do not directly indicate the action of making an application available for use, as described in the scenario.

NEW QUESTION 146

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

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

Answer: D

Explanation:

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

NEW QUESTION 147

Which of the following PRINCE2 processes includes creating the project plan?

- A. Starting up a project
- B. Initiating a project
- C. Managing product delivery
- D. Directing a project

Answer: B

Explanation:

According to PRINCE2, a project management methodology, the process of initiating a project includes creating the project plan, which is a high-level plan that covers the whole project scope, schedule, budget, quality, and risks. The project plan is based on the project brief, the business case, and the product descriptions. The project plan is used to obtain the authorization from the project board to initiate and execute the project. The project plan is also refined and updated throughout the project life cycle as more information becomes available.

The other processes are not directly involved in creating the project plan. Starting up a project is a pre-project process that ensures the project is viable and worthwhile, and produces the project brief and the initiation stage plan. Managing product delivery is a process that coordinates the delivery of products from the team managers to the project manager, and ensures that the work conforms to the quality criteria and the project plan. Directing a project is a process that enables the project board to oversee and control the project, and make key decisions and approvals. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; PRINCE2 Processes - 7 Processes Of PRINCE2 Explained³; Initiating a Project Process – This process is the procedure which defines the product quality, Project Product, project timeline, costs, the commitment of resources, risk analysis, and assembles the Project Initiation Documentation (PID)⁴

NEW QUESTION 150

A risk management team for a software project decided to outsource the development of a specific portion of a system due to a lack of internal resources. Which of the following risk responses does this demonstrate?

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

Answer: B

Explanation:

Outsourcing the development of a system component due to a lack of internal resources is a risk response strategy known as 'transfer.' This approach shifts the risk to a third party who will now be responsible for managing that portion of the project. It is commonly used when an organization does not have the expertise or capacity to handle specific risks internally.

References = The answer is based on standard project management practices and the typical use of risk response strategies in the field. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 151

While working in a collaborative, online brainstorming session, team members send private messages to the facilitator about challenges understanding others when they are speaking due to accents and background noises. Which of the following should the facilitator do to overcome the challenges?

- A. Instruct the team members to set their speakers to maximum volume and mute their microphones.
- B. Require everyone to turn on their cameras and use the same background filter.
- C. Encourage the use of the chat and use plain language when speaking.
- D. Allow one person to speak at a time after receiving acknowledgment from the facilitator.

Answer: C

Explanation:

Using the chat and plain language can help overcome the communication barriers caused by accents and background noises. Chat allows team members to write down their ideas and questions, which can be easier to understand than spoken words. Plain language reduces the ambiguity and complexity of the messages, making them more clear and concise. These techniques can also enhance the participation and engagement of the team members, as they can express their thoughts and opinions more comfortably and confidently. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Communication and Change Management, p. 97-98.

NEW QUESTION 154

An opportunity emerged in the middle of a project life cycle. Which of the following is the BEST action for the project manager to take?

- A. Exploit the risk.
- B. Accept the risk.
- C. Avoid the risk.
- D. Transfer the risk.

Answer: A

Explanation:

The project manager should exploit the risk after an opportunity emerged in the middle of a project life cycle. Exploit is a risk response strategy that aims to increase the probability and/or impact of a positive risk or opportunity. Exploit can involve actions such as allocating more resources, changing the scope or schedule, or adding more features or benefits to the project deliverables. Exploit can help to ensure that the opportunity is realized and that the project gains more

value or advantage from it3

NEW QUESTION 157

Which of the following would be best to utilize when managing communications for project teams across multiple time zones?

- A. Business collaboration tool
- B. Email
- C. Virtual meetings
- D. Enterprise CMS

Answer: A

Explanation:

A business collaboration tool is a software that enables teams to communicate, share, and create together online. A business collaboration tool can help project teams across multiple time zones to overcome the challenges of distance, time differences, and cultural diversity. A business collaboration tool can provide features such as instant messaging, video conferencing, file sharing, document editing, project management, and more. A business collaboration tool can also integrate with other applications and platforms that the project team uses. A business collaboration tool can improve the efficiency, productivity, and quality of the project team's work¹². References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 137; The 15 best collaboration tools for productive teams - Workable; 17 Best Business Collaboration Tools for Teams - Venngage

NEW QUESTION 161

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

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

Answer: D

Explanation:

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

NEW QUESTION 166

During a quality analysis review, the causes of several issues have been highlighted. Which of the following should the project manager use to identify the MOST important causes?

- A. Ishikawa diagram
- B. Scatter diagram
- C. Pareto chart
- D. Decision tree

Answer: C

Explanation:

The Pareto chart should be used to identify the most important causes of issues during a quality analysis review. The Pareto chart is a graphical representation of the frequency and impact of different causes, helping to identify the most common and impactful causes. References: CompTIA Project+ Study Guide Section 3.3.3

NEW QUESTION 168

A project team needs a tool to store information that is captured throughout the life cycle of a project. The information should be stored in a centralized location that is easily accessible to all stakeholders and will provide search functionality. Which of the following tools should be used?

- A. Secure folder
- B. Real-time, multiauthoring editing software
- C. Digital whiteboard
- D. Wiki knowledge base

Answer: D

Explanation:

A wiki knowledge base is a tool that allows the project team to store, organize, and share information that is captured throughout the life cycle of a project. A wiki knowledge base is stored in a centralized location that is easily accessible to all stakeholders via a web browser. A wiki knowledge base also provides search functionality that enables the users to find the information they need quickly and easily. A wiki knowledge base can help the project team to document the project requirements, scope, schedule, budget, quality, risks, issues, lessons learned, and best practices.

A wiki knowledge base is different from a secure folder, which is a tool that protects the files and folders from unauthorized access or modification. A secure folder may not be easily accessible to all stakeholders, and may not provide search functionality or collaboration features. A wiki knowledge base is also different from a real-time, multiauthoring editing software, which is a tool that allows the project team to create and edit documents simultaneously and synchronously. A real-time, multiauthoring editing software may not be suitable for storing large amounts of information, and may not provide the same level of organization and structure as a wiki knowledge base. A wiki knowledge base is also different from a digital whiteboard, which is a tool that allows the project team to brainstorm, visualize, and communicate ideas. A digital whiteboard is not designed for storing information, and may not provide the same level of search functionality or security as a wiki knowledge base. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Communications Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 3: Project Communications Management²; The 15 best collaboration tools for productive teams³

NEW QUESTION 173

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

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

Answer: AD

Explanation:

A strategy to store records must include data management and document management as two essential elements. Data management is the process of ensuring that the data collected, stored, and used by the project is accurate, complete, consistent, secure, and accessible. Data management helps to maintain the quality and integrity of the project data and supports the analysis and reporting of the project outcomes¹, p. 4 Document management is the process of creating, organizing, storing, retrieving, and disposing of project documents in a systematic and controlled way. Document management helps to ensure that the project documents are available, reliable, usable, and authentic throughout the project life cycle and beyond. Document management also helps to comply with the legal, regulatory, and organizational requirements for records retention and disposition², p. 3

NEW QUESTION 174

Halfway through a project, the sponsor states that the project is taking too long to complete. Which of the following should the project manager consult?

- A. Gantt chart
- B. Maintenance window schedule
- C. Functional requirements
- D. Test results

Answer: A

Explanation:

The project manager should consult a Gantt chart after the sponsor states that the project is taking too long to complete. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. A Gantt chart can help to monitor and control the project timeline and identify any delays, variances, or issues that may affect the project completion.

NEW QUESTION 177

A PM is responsible for implementing a new customer relationship management system and has learned that the sales organization is reluctant to utilize the new system. The organization's reluctance could jeopardize the success of the project. Which of the following steps should be taken to understand the adoption issues and gain organizational acceptance of the initiative? (Select TWO).

- A. Train users on the proper use of the system.
- B. Escalate the issue to the CCB
- C. Hold sessions to understand user challenges.
- D. Track system usage and report user activity.
- E. Log the issue in the project risk register.
- F. Create a memorandum of acceptable use.

Answer: CD

Explanation:

The project manager should hold sessions to understand user challenges and track system usage and report user activity. These steps will help the project manager to identify the root causes of the adoption issues and monitor the progress of the system utilization. They will also help to communicate with the sales organization and provide feedback and support¹²

NEW QUESTION 178

A PM is working with stakeholders in the discovery phase and comparing the cost of the project to the cost savings the project will produce when it is complete. The output of this exercise will produce the:

- A. ROI.
- B. SOW.
- C. RFI.
- D. RPR

Answer: A

Explanation:

The output of this exercise where the project manager is comparing the cost of the project to the cost savings the project will produce when it is complete will produce the return on investment (ROI). ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits or returns to its costs. ROI can help to evaluate the value or worth of a project and support decision making and prioritization. ROI is calculated by dividing the net benefits (benefits minus costs) by the total costs and multiplying by 100 to get a percentage.

NEW QUESTION 180

A project manager has been informed that the delivery of required IT equipment will be delayed. Which of the following is the FIRST step the project manager should take?

- A. Make an impact assessment.
- B. Prepare a new purchase order.
- C. Select a new vendor.
- D. Create a risk register.

Answer: A

Explanation:

The project manager should make an impact assessment after being informed that the delivery of required IT equipment will be delayed. An impact assessment is a process of analyzing and evaluating how a change or an issue may affect the scope, schedule, cost, quality, or risks of a project. An impact assessment can help to determine the severity and implications of the delay on the project objectives and deliverables and identify any possible alternatives or corrective actions to minimize or avoid its negative effects.

NEW QUESTION 183

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

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

Answer: C

Explanation:

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

? Regression testing is a type of functional testing that verifies that a system's existing features and functionality are not affected by a change or an update⁵⁶.

Regression testing does not focus on system performance or load conditions, but rather on system correctness and quality.

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

? Automation testing is a technique of using software tools or scripts to execute test cases and compare the actual results with the expected results⁹¹⁰.

Automation testing is not a specific type of testing, but rather a way of performing testing. Automation testing can be applied to various types of testing, including stress testing, regression testing, and smoke testing.

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

NEW QUESTION 187

Which of the following provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property?

- A. Remote access
- B. Password protection
- C. Multifactor authentication
- D. Virtual private network

Answer: C

Explanation:

Multifactor authentication (MFA) is a security method that requires users to provide two or more pieces of evidence to verify their identity before accessing a system. MFA can use different types of factors, such as something the user knows (e.g., password, PIN, security question), something the user has (e.g., token, smart card, mobile device), or something the user is (e.g., fingerprint, face, voice). MFA provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property, as it makes it harder for unauthorized users to gain access by compromising one factor alone. MFA can also prevent phishing, brute force, and credential theft attacks¹². References = CompTIA Project+ PK0-005 Certification Study Guide,

NEW QUESTION 191

A financial manager reports that several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Which of the following could MOST likely be the cause of this issue?

- A. A project manager assigned the wrong resources.
- B. A project manager did not release the resources
- C. A project manager did not remove the system access.
- D. A project manager did not provide the project sign-off.

Answer: B

Explanation:

A project manager did not release the resources. A project manager not releasing the resources could most likely be the cause of this issue where several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Releasing resources is a process of freeing up or reallocating any human or material resources that were used for a project after its completion or closure. Releasing resources can help to update the resource availability and utilization records and avoid any conflicts or errors in resource allocation or reporting.

NEW QUESTION 196

A project team is defining operational training, discussing a go-live date, and describing the operational handoff. Which of the following best describes what the team is developing?

- A. The project closeout report
- B. A handover to operations
- C. Phase-gate review documentation
- D. A transition plan

Answer: D

Explanation:

A transition plan is a document that outlines how the project deliverables will be transferred to the operations team or the end users, and how the project team will disengage from the project. It typically includes details such as operational training, go-live date, support arrangements, roles and responsibilities, and acceptance criteria. A transition plan is different from a project closeout report, which summarizes the project performance, lessons learned, and final status. A handover to operations is a process of transferring the project deliverables to the operations team, but it is not a document. A phase-gate review documentation is a set of documents that are used to evaluate the project progress and readiness to move to the next phase, but it is not related to the operational handoff. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, p. 409-410; [CompTIA Project+ Certification Exam Objectives], Domain

4: Project Closure, Objective 4.1: Compare and contrast various project closure activities.

NEW QUESTION 200

Which of the following pieces of data are examples of PII?

- A. Medical record and test result values
- B. IP address and email address
- C. Name and year of birth
- D. X-ray and blood type

Answer: B

Explanation:

PII stands for personally identifiable information, which is any data that can be used to identify a specific individual. Examples of PII include name, address, phone number, email address, social security number, passport number, driver's license number, etc. IP address and email address are both PII because they can be used to trace the identity and location of a person. Medical record and test result values, name and year of birth, and x-ray and blood type are not PII by themselves, but they can become PII if they are combined with other data that can link them to a specific individual. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Security, page 331. CompTIA Project+ Certification Exam Objectives, Domain 4: Project Security, Objective 4.1: Given a scenario, apply security best practices to a project, Sub-objective: Identify and classify PII.

NEW QUESTION 204

Which of the following contract types in project procurement has the highest risk for the buyer?

- A. Time and material
- B. Cost-plus
- C. Fixed-price
- D. Unit price

Answer: B

Explanation:

A cost-plus contract is a type of contract where the buyer agrees to reimburse the seller for the actual costs of the work plus a fee, which can be fixed, percentage, incentive, or award based. This type of contract has the highest risk for the buyer because the buyer has no control over the cost or quantity of the work and the seller has little incentive to control the costs or complete the work efficiently. The seller may inflate the costs or prolong the work to increase the fee. The buyer may end up paying much more than the estimated budget or the market value of the work. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 9: Project Procurement Management; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.3: Execute procurement activities.

NEW QUESTION 209

Given the following velocity chart:



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

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

Answer: D

Explanation:

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

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

NEW QUESTION 213

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

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

Answer: C

Explanation:

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

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

NEW QUESTION 214

The high-level technical requirements for a new application state that the application should be suitable to support enterprise-level client-server solutions. Which of the following meets these requirements?

- A. Data warehouse
- B. SQL database
- C. Multitier architecture
- D. Content management system

Answer: C

Explanation:

Multitier architecture is a type of software architecture that is suitable to support enterprise-level client-server solutions. Multitier architecture divides an application into logical layers or tiers that are distributed among different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. Multitier architecture can provide benefits such as scalability, performance, security, maintainability, and reusability for complex and large-scale applications.

NEW QUESTION 219

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

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

Answer: A

Explanation:

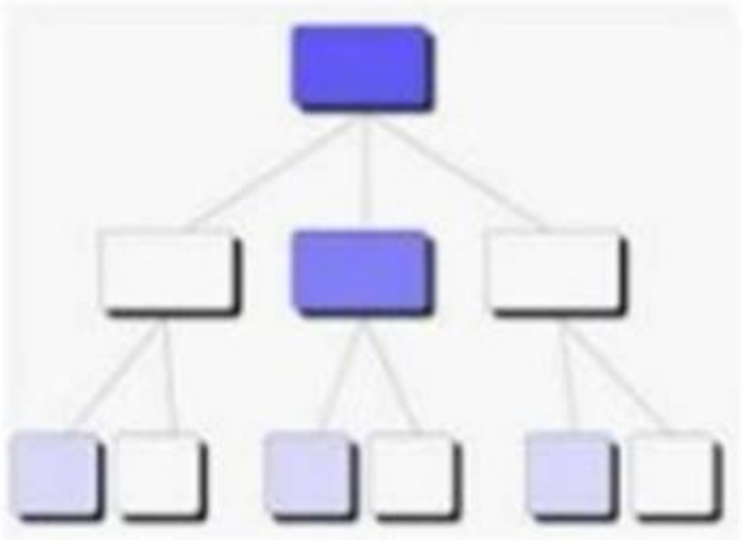
The project sponsor is the person who provides the authority, funding, and support for the project. The project sponsor can also help to influence and engage the key stakeholders who are essential for the success of the project. If several stakeholders have declined the invitation for the kickoff meeting,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

NEW QUESTION 223

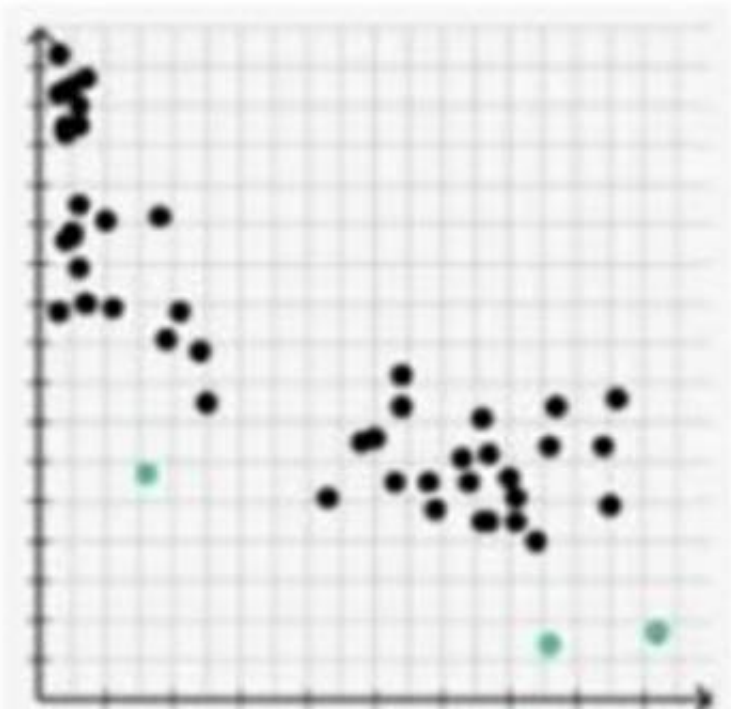
During the execution phase of a project, the project team faced an unexpected website downtime. The project manager held a brainstorming session and the team identified causes and effects for the problem. Now the project team needs to analyze and determine whether the particular cause and effect are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

Which of the following should the team use?

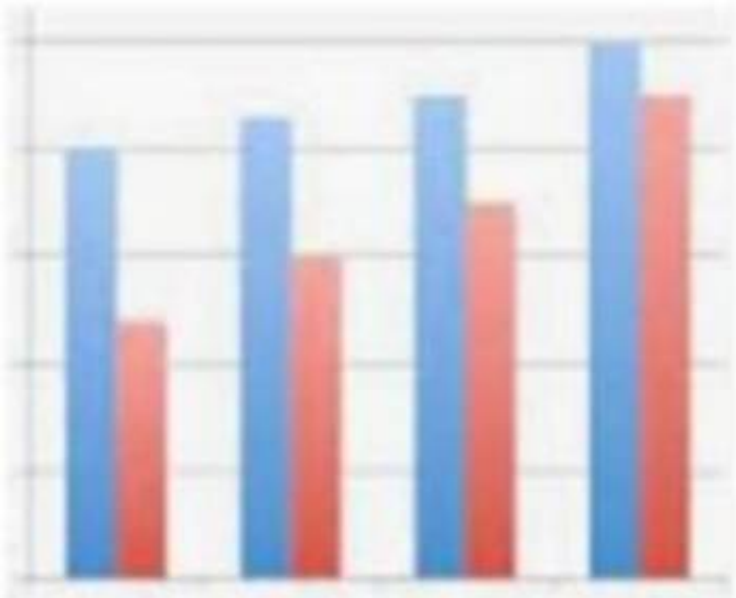
- A)



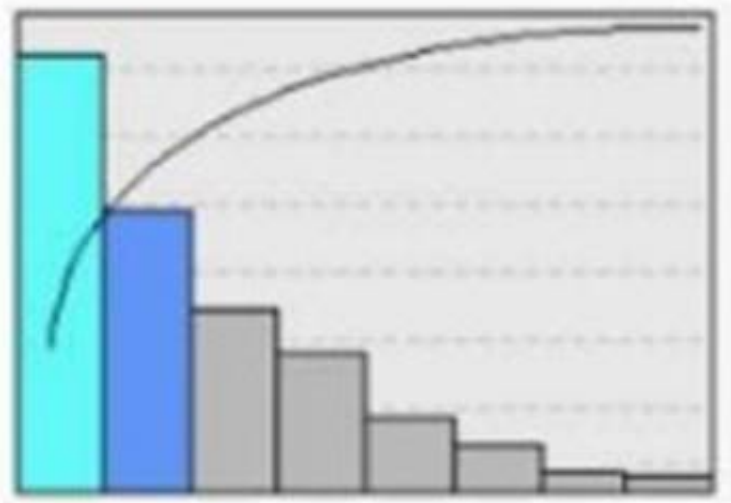
B)



C)



D)



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

Answer: A

Explanation:

Option A shows a cause and effect diagram, also known as a fishbone diagram or an Ishikawa diagram¹. This is a tool that helps to identify and analyze the root causes of a problem by displaying the possible causes and effects in a graphical format². A cause and effect diagram can help the project team to determine whether the particular cause and effect are related by using a systematic and logical approach, such as asking “why” questions or using the 5 Whys technique³. A cause and effect diagram is better than the other options because:

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

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

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

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

NEW QUESTION 226

A critical business initiative introduced new processes and technology to the organization. Which of the following approaches should be used to ensure the deliverables are increasingly adopted and leveraged by the organization over time?

- A. Creation of a social news forum
- B. Management directives to use the new system
- C. New user kickoff meeting
- D. Monthly feedback and training sessions

Answer: D

Explanation:

Monthly feedback and training sessions are the best approach to ensure that the deliverables of a critical business initiative are increasingly adopted and leveraged by the organization over time. Feedback and training sessions are communication and learning activities that provide information and guidance on how to use and benefit from the new processes and technology introduced by the initiative. Feedback and training sessions can help to increase awareness, understanding, acceptance, and adoption of the deliverables among the organization’s employees and stakeholders. They can also help to identify and address any issues or challenges that may arise during the implementation and transition phases.

NEW QUESTION 228

A global franchise requests that a company provide a solution to unify its operation worldwide. Additionally, the company would like the solution to provide operation reports in real time without asking the country franchise manager for these reports. Which of the following cloud models would the company suggest to the global franchise?

- A. IaaS
- B. XaaS
- C. PaaS
- D. SaaS

Answer: D

Explanation:

SaaS, or software as a service, is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS is the best solution for the global franchise, because it can unify its operation worldwide by using the same software platform across different locations and devices. Additionally, SaaS can provide operation reports in real time without asking the country franchise manager for these reports, because the cloud service provider manages the data collection, analysis, and presentation in the cloud. SaaS also offers the benefits of scalability, reliability, security, and cost-effectiveness for the global franchise. SaaS is different from IaaS, or infrastructure as a service, which provides on-demand access to cloud-hosted computing infrastructure, such as servers, storage, and networking. IaaS is not suitable for the global franchise, because it requires the franchise to manage and maintain its own software applications and data on the cloud infrastructure. IaaS also does not provide operation reports in real time, unless the franchise develops its own reporting tools and processes. SaaS is also different from XaaS, or anything as a service, which is a generic term that encompasses various types of cloud services, such as IaaS, PaaS, SaaS, and others. XaaS is not a specific cloud model that the company can suggest to the global franchise, but rather a broad category of cloud offerings. SaaS is also different from PaaS, or platform as a service, which provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS is not ideal for the global franchise, because it requires the franchise to develop and deploy its own software applications on the cloud platform, which may be more complex and time-consuming than using a ready-made SaaS solution. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; IaaS vs. PaaS vs. SaaS³

NEW QUESTION 232

In the initiation phase, a PM is reviewing the objectives, the high-level requirements, the success criteria, and the budget resources. Which of the following action items will benefit from this analysis?

- A. Developing a RACI
- B. Identifying and assessing stakeholders
- C. Assigning project resources
- D. Establishing communication channels

Answer: B

Explanation:

Identifying and assessing stakeholders is an action item that will benefit from the analysis of the objectives, the high-level requirements, the success criteria, and the budget resources in the initiation phase. By reviewing these elements, the PM can determine who are the key individuals or groups that have an interest or influence in the project, what are their expectations and needs, and how to engage them effectively throughout the project life cycle¹².

NEW QUESTION 237

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

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

Answer: B

Explanation:

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

NEW QUESTION 239

A project manager is leading the implementation of a new service for a well-known, global company for which brand image is most important. The project will rely on contracted services. As part of the request for proposal process, the project team has identified a short list of vendors to submit proposals. Which of the following items should the project team consider as a primary factor to remove a vendor from consideration?

- A. The vendor's proposed schedule does not align with the desired schedule.
- B. The vendor is new and not well established in the market.
- C. The vendor has been linked to ESG concerns within the past month
- D. The vendor's quote was the highest of all the proposals.

Answer: C

Explanation:

ESG stands for environmental, social, and governance, and it refers to the criteria that measure the sustainability and ethical impact of an organization. ESG concerns can affect the reputation, performance, and value of a company, as well as its stakeholders and customers. For a well-known, global company that values its brand image, hiring a vendor that has been linked to ESG concerns can be a major risk and a source of negative publicity. Therefore, the project team should consider this as a primary factor to remove a vendor from consideration¹².

NEW QUESTION 240

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 242

Government projects require that personnel submit to background screenings for certain clearance requirements. Which of the following best describes this process?

- A. Data security
- B. Operational security
- C. Physical security
- D. Digital security

Answer: B

Explanation:

Operational security is the process of identifying, protecting, and controlling sensitive information and activities from unauthorized access or disclosure. Operational security includes background screenings for personnel who need to access classified or restricted information or resources, as well as implementing policies and procedures to prevent leaks, breaches, or espionage. Operational security is essential for government projects that involve national security, defense, intelligence, or law enforcement. Operational security is different from data security, which is the process of safeguarding data from unauthorized access, use, modification, or destruction. Data security includes encryption, authentication, authorization, backup, and recovery of data. Operational security is also different from physical security, which is the process of securing physical assets, such as equipment, data, or personnel, from unauthorized access or damage. Physical security includes locks, alarms, cameras, guards, and fences. Operational security is also different from digital security, which is the process of protecting digital devices, networks, and systems from cyberattacks, malware, or hacking. Digital security includes firewalls, antivirus, VPN, and passwords. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management²; What is Operational Security (OPSEC)?³

NEW QUESTION 243

A project was closed according to the planned project schedule. Security teams later identified that one of the contractors stole data after the project's closure. Which of the following would have most likely prevented the data from being stolen?

- A. Removing access
- B. Closing contracts
- C. Project sign-off
- D. Project evaluation

Answer: A

Explanation:

Removing access means revoking the contractor's permissions to access the project data, systems, and devices after the project is closed. This is a crucial security measure to prevent unauthorized access, misuse, or theft of sensitive data by external parties. Closing contracts, project sign-off, and project evaluation are important steps in the project closure process, but they do not necessarily prevent data theft by themselves. They may involve formal agreements, documentation, and feedback, but they do not address the technical aspects of data security. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 14: Closing the Project, page 3771; 9 Ways to Prevent Third-Party Data Breaches in 2023; 3 Ways to Prevent Data Theft by Contractors

NEW QUESTION 245

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

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

Answer: A

Explanation:

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

NEW QUESTION 247

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

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

Answer: A

Explanation:

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

NEW QUESTION 249

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