



CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam

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NEW QUESTION 1

A sponsor prefers to communicate with the team using email, phone calls, conversations in the hallway, and impromptu meetings. Which of the following types of communication is the sponsor using?

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

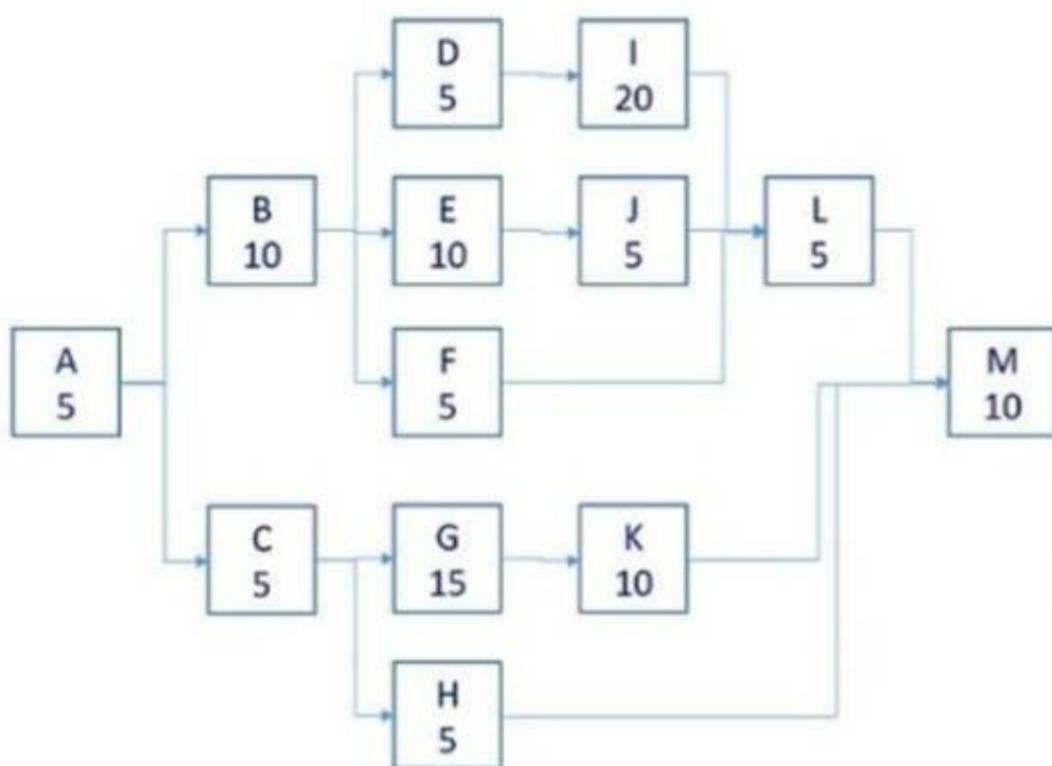
Answer: A

Explanation:

Informal communication is a type of communication that is casual, spontaneous, and unstructured. It does not follow any predefined rules, protocols, or formats. Examples of informal communication include email, phone calls, conversations in the hallway, and impromptu meetings¹². The sponsor is using informal communication to communicate with the team, as these methods are convenient, flexible, and personal. However, informal communication may also have some drawbacks, such as lack of documentation, inconsistency, and potential for misunderstanding³. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations⁴.

NEW QUESTION 2

Given the following network diagram:



Which of the following is the critical path?

- A. A-C-G-K-M
- B. A-B-D-I-L-M
- C. A-B-E-J-L-M
- D. A-B-F-L-M

Answer: A

Explanation:

The critical path is the sequence of tasks that determines the minimum project duration. It is the longest path through the network diagram and has the least amount of slack or float. Based on the provided network diagram, the critical path is A-C-G-K-M, which has the longest total duration when adding up the individual task durations. References = The concept of the critical path is covered in the CompTIA Project+ Certification Study Guide¹. For more detailed information on how to calculate and identify the critical path in project management, you can refer to the study guide and other project management resources².

NEW QUESTION 3

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 4

Which of the following aspects are true of agile as compared to waterfall? (Select two).

- A. Agile works through larger integrated teams.
- B. Agile promotes project manager ownership over deliverables.
- C. Agile reinforces the importance of comprehensive documentation.
- D. Agile has more customer involvement throughout development.
- E. Agile is more flexible to allow for changes in scope.
- F. Agile is comprised of well-defined phases.

Answer: DE

Explanation:

Agile is a project management methodology that emphasizes customer collaboration, feedback, and adaptation throughout the project life cycle. Agile teams work in short iterations, called sprints, and deliver working increments of the product or service to the customer for review and approval. Agile teams can also respond to changing requirements and priorities by adjusting the scope, schedule, or quality of the project¹². Waterfall, on the other hand, is a project management methodology that follows a linear and sequential process, where each phase of the project must be completed before moving on to the next one. Waterfall teams work with a fixed scope, schedule, and quality, and deliver the final product or service to the customer at the end of the project. Waterfall teams have less customer involvement and flexibility during the project development³⁴.

NEW QUESTION 5

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 6

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 7

A team is analyzing the backlog in order to decide what to include in the next sprint. Which of the following aspects is the most important for the team to take into consideration?

- A. Time to be fixed
- B. Impact to project
- C. Issue category
- D. Resource availability

Answer: B

Explanation:

When analyzing the backlog to decide what to include in the next sprint, the most important aspect to consider is the impact to the project. This involves assessing which items will provide the most value and contribute significantly towards achieving the project goals. It's crucial to prioritize work that has the highest impact on the project's success.

References = The answer is based on standard agile project management practices, particularly in the context of sprint planning where prioritization is key. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources

NEW QUESTION 8

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 9

During a status meeting, the development team reviews work and finds an unforeseen dependency on one of the critical project activities. As a result, the project will most likely be delayed. Which of the following actions should the project manager MOST likely perform?

- A. Work with the project scheduler to update the project timeline.
- B. Communicate to the stakeholders about the updated timeline.
- C. Ask the development team to fast-track upcoming activities.
- D. Add two resources so the critical activities will finish on time.

Answer: A

Explanation:

Work with the project scheduler to update the project timeline. The project manager should work with the project scheduler to update the project timeline after finding an unforeseen dependency on one of the critical project activities that will most likely cause a delay. The project scheduler is a person or a tool that helps plan, schedule, monitor, and control the project activities and resources. The project scheduler can help the project manager to assess the impact of the dependency on the project schedule and identify any possible ways to mitigate or resolve it. The project scheduler can also help to update the project timeline with the revised dates and durations of the project activities and communicate them to the relevant stakeholders.

NEW QUESTION 10

SIMULATION

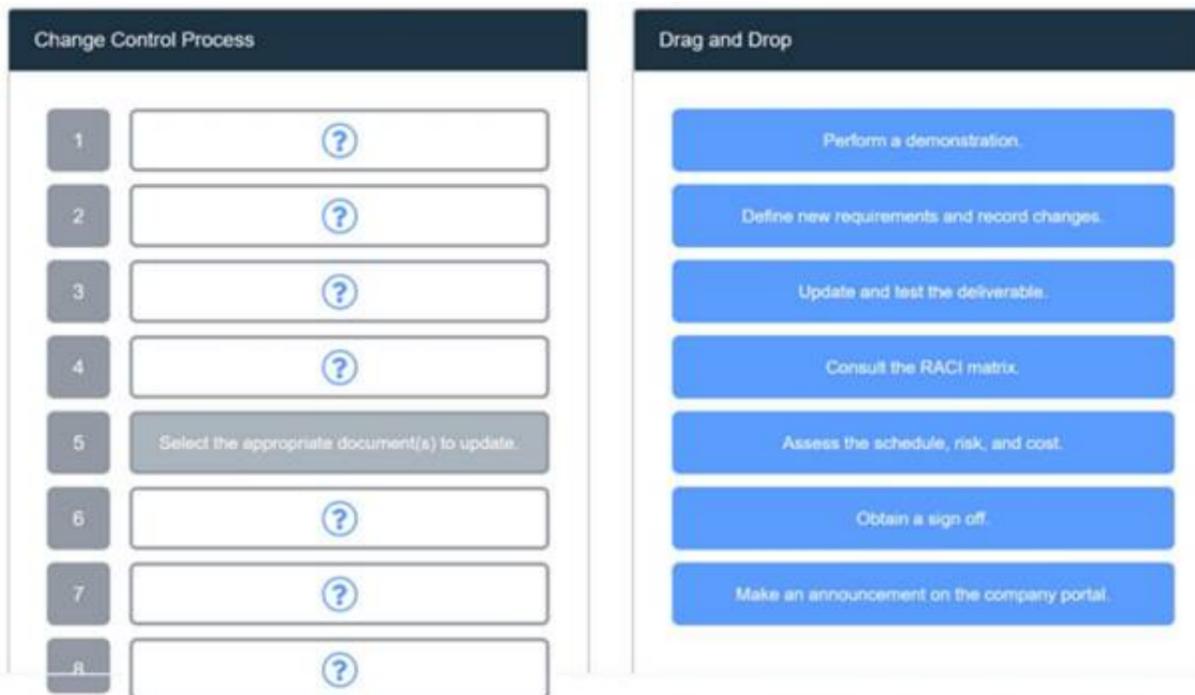
During a gate review meeting, the deliverable was rejected by the customer. **INSTRUCTIONS**

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:



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

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

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

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

Answer: C

Explanation:

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

NEW QUESTION 16

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 18

A developer recommends modifying an existing portion of code that is not part of the scope and is causing low performance on the current solution. Which of the following actions should the project manager most likely take?

- A. Ask a developer to create a change request.
- B. Do nothing because recommendation is scope creep.
- C. Ask a developer to implement the recommendation.
- D. Communicate the change status.

Answer: A

Explanation:

The project manager should ask the developer to create a change request, which is a formal document that describes the proposed change, its benefits, costs, risks, and impacts on the project scope, schedule, budget, and quality. A change request is the first step in the change control process, which involves evaluating, approving, or rejecting changes to the project baselines. The project manager should not do nothing, because ignoring the recommendation could result in poor

performance and customer dissatisfaction. The project manager should not ask the developer to implement the recommendation without following the change control process, because that could cause scope creep, which is the uncontrolled expansion of the project scope without proper authorization or adjustment of the project resources and objectives. The project manager should not communicate the change status before the change request is submitted and approved, because that could create confusion and false expectations among the project stakeholders. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management2; What is a Change Request and How to Manage It3

NEW QUESTION 23

A project manager realizes that a project will not be completed on time due to resource constraints. Which of the following actions should the project manager take NEXT?

- A. Trigger the contingency plan and communicate with the stakeholders.
- B. Work with the functional managers to create a work-around.
- C. Submit a change request to the change control board.
- D. Transfer the risk by hiring a new vendor who was successful on a previous project.
- E. Set up an escalation meeting with the sponsor.

Answer: C

Explanation:

Submit a change request to the change control board. The project manager should submit a change request to the change control board (CCB) if they realize that the project will not be completed on time due to resource constraints. A change request is a formal proposal to modify any aspect of the project, such as scope, schedule, cost, quality, or resources. A change request must be submitted to the CCB, which is a group of stakeholders who are authorized to review and approve changes. Submitting a change request can help to document the impact of the resource constraints on the project and seek approval for any corrective actions or preventive actions12

NEW QUESTION 26

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 27

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 28

A project is moving into the user acceptance testing phase. Several resources will be needed to execute different steps in the testing plan. Which of the following would be the best tool to allow the resources to remain at their desks and only react when needed?

- A. Ticketing system
- B. Videoconference
- C. Simple messaging system
- D. Corporate social media

Answer: A

Explanation:

A ticketing system is a tool that allows the project manager to assign, track, and manage tasks for the testing phase. A ticketing system can help the resources to remain at their desks and only react when needed, because they can receive notifications, updates, and feedback on their tickets through email or other channels. A ticketing system can also help the project manager to monitor the progress, quality, and issues of the testing phase, and to generate reports and metrics. A ticketing system is different from a videoconference, which is a tool that allows the project team to communicate and collaborate in real time through audio and video. A videoconference is not suitable for allowing the resources to remain at their desks and only react when needed, because it requires their active

participation and attention. A ticketing system is also different from a simple messaging system, which is a tool that allows the project team to exchange text messages and files. A simple messaging system is not effective for assigning, tracking, and managing tasks for the testing phase, because it lacks the features and functions of a ticketing system, such as prioritization, categorization, status, and history. A ticketing system is also different from a corporate social media, which is a tool that allows the project team to share information and ideas through online platforms. A corporate social media is not appropriate for allowing the resources to remain at their desks and only react when needed, because it may not be secure, reliable, or professional for the testing phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Execution1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 10: Project Execution2; The 15 best collaboration tools for productive teams3

NEW QUESTION 33

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] - Toggl⁹, What Is a Project Status? Definition and Key Terms - Indeed¹⁰

NEW QUESTION 34

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 35

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 37

A company is implementing a new radar system from July to September. The project manager knows these months are the peak hurricane season for this region. Which of the following should the project manager develop to mitigate the risk to the project?

- A. Data plan
- B. Contingency plan
- C. Rollback plan
- D. Recovery plan

Answer: B

Explanation:

A contingency plan is a risk mitigation strategy that involves preparing alternative courses of action in case the original plan fails or encounters unexpected problems. A contingency plan can help reduce the impact of negative risks and ensure the project continuity and success. In this case, the project manager should

develop a contingency plan to mitigate the risk of hurricanes affecting the implementation of the new radar system. For example, the contingency plan could include backup resources, alternative locations, emergency procedures, and communication channels in case of a hurricane. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management

NEW QUESTION 40

A project coordinator has started a new project and is reviewing the following characteristics provided by the customer:

- Two developers
- High uncertainty about existing systems
- Risk of frequent requirement changes
- Tight deadlines

Which of the following project methodologies would be best to use in this situation?

- A. PRINCE2
- B. Scrum
- C. SAFe
- D. XP

Answer: B

Explanation:

This answer is based on the best practice of choosing a project management methodology that suits the project characteristics and environment¹². Scrum is an agile framework that is designed to handle complex and uncertain projects with frequent changes and tight deadlines³⁴. Scrum involves a small, cross-functional team that works in short iterations called sprints, delivering incremental and potentially shippable products at the end of each sprint⁵. Scrum also allows for continuous feedback and improvement through daily stand-up meetings, sprint reviews, and retrospectives⁶. Scrum is suitable for this project because it can accommodate the high uncertainty, the risk of requirement changes, and the tight deadlines, while also enabling the two developers to collaborate effectively and deliver value to the customer. References = CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, Project Management Methodologies Comparison (11 PM Methods)⁶, Project Management Methodologies: 12 Best Frameworks [2023]⁷, What is Scrum?⁵, Scrum Methodology: The Ultimate Guide⁶

NEW QUESTION 43

A project manager is assigned to a multinational project with team members from different continents. Which of the following is the MOST important aspect for the project manager to consider?

- A. Resource allocation
- B. Communication security
- C. Technological factors
- D. Cultural differences

Answer: D

Explanation:

Cultural differences are the most important aspect for the project manager to consider when assigned to a multinational project with team members from different continents. Cultural differences refer to the variations in beliefs, values, norms, behaviors, customs, and communication styles among people from different countries or regions. Cultural differences can affect how team members interact, communicate, collaborate, negotiate, make decisions, solve problems, manage conflicts, and perform tasks. The project manager should be aware of and respect the cultural differences among team members and foster a positive and inclusive team culture that leverages diversity and promotes trust and cooperation.

NEW QUESTION 45

A PM wants to provide a visual representation of how a project is organized into tasks and how the tasks relate to each other. Which of the following can the PM use?

- A. Milestone chart
- B. Gantt chart
- C. PERT chart
- D. WBS

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 plan, monitor, and control the project progress, scope, and quality. A gantt chart is different from a milestone chart, which only shows the key events or deliverables of a project without the details of the tasks. A gantt chart is also different from a PERT chart, which is a network diagram that shows the logical relationships and sequence of tasks in a project. A gantt chart is also different from a WBS, which is a hierarchical breakdown of the project scope into smaller and manageable components. 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; 3 types of visual project management: Timelines, calendars, and boards (with examples)⁴

NEW QUESTION 46

Which of the following provides the best justification for undertaking a project?

- A. Scope statement
- B. Business case
- C. Sponsor request
- D. Project charter

Answer: B

Explanation:

A business case provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. A business case is essential for demonstrating the value of the project and securing the approval and funding from the governance. A business case is different from a scope statement, which defines the project boundaries and deliverables; a sponsor request, which initiates the project idea and seeks support; and a project charter, which authorizes the project and assigns the project manager. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; What is business case? | APM

NEW QUESTION 50

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 53

During the execution phase, a new PM was assigned to a project. The PM received a request to add new functionality to the system that is being developed. While the PM was conducting a preliminary review with the team, the technical lead highlighted that this functionality request was rejected during the planning phase. Which of the following documents is the best source for the PM to use to confirm this assertion?

- A. Issue log
- B. Scope statement
- C. Risk report
- D. Change log

Answer: D

Explanation:

A change log is a document that records and tracks the changes that are made to the project scope, schedule, budget, or quality. It helps the project manager to monitor and control the project performance and ensure that the changes are aligned with the project objectives and stakeholders' expectations. A change log can also include information such as the change description, impact, status, approval, and date. A change log is the best source for the PM to use to confirm the assertion that the functionality request was rejected during the planning phase, as it would show the details and reasons for the rejection¹².

NEW QUESTION 56

A client provides a project plan to the assigned project manager and suggests that the project manager and team just need to execute the plan. Upon further investigation, the document contains:

- Purpose
- Scope of work
- Location of work
- Period of performance
- Deliverables schedule
- Applicable standards
- Acceptance criteria
- Special requirements
- Payment schedule

Which of the following documents did the client provide to the project manager?

- A. RFP
- B. WBS
- C. SLA
- D. SOW

Answer: D

Explanation:

The client provided a statement of work (SOW) to the project manager and suggested that the project manager and team just need to execute the plan. 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 61

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 62

A company is creating a new technology. The company is concerned that the project details could be compromised if a cloud service is used, and another company could launch the technology before the current projected delivery. Which of the following can the company do to minimize this risk?

- A. Use an on-premises project management scheduling tool.
- B. Limit access to members of the project team.
- C. Mandate overtime to get the project completed sooner.
- D. Ensure all team members have signed a non-disclosure agreement.

Answer: B

Explanation:

Limiting access to members of the project team is a way to minimize the risk of compromising the project details if a cloud service is used. This means that only authorized and trusted individuals can access, view, modify, or share the project information stored in the cloud. Limiting access can prevent unauthorized access, data leakage, cyberattacks, or espionage from external parties who might want to steal or sabotage the new technology. Limiting access can also reduce the risk of human error, negligence, or misconduct from internal parties who might accidentally or intentionally expose or misuse the project information¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Cloud Security Risks and How to Mitigate Them | Cloud Academy; Cloud Security: How to Secure Your Data in the Cloud | Kaspersky; Cloud Security: Best Practices for Securing Cloud Computing | Cloud Security Alliance

NEW QUESTION 66

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 69

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

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

Answer: C

Explanation:

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

The NEXT step after defining tasks, durations, resources, and costs during the planning phase is to seek baseline approval. Baseline approval involves finalizing the project plan and gaining approval from stakeholders, establishing the plan as the baseline for the project's performance. References: CompTIA Project+ Study Guide Section 3.4.1

NEW QUESTION 71

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 76

After determining the appropriate maintenance window, which of the following should occur NEXT in the operational infrastructure change process?

- A. Implement the change.
- B. Approve the test plan.
- C. Notify customers.
- D. Develop a rollback plan.

Answer: D

Explanation:

The project manager should develop a rollback plan next after determining the appropriate maintenance window in the operational infrastructure change process. A rollback plan is a contingency plan that describes how to revert to the previous state of the system or infrastructure in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact and risk of the change and ensure business continuity and stability.

NEW QUESTION 81

While working with a contractor, the project manager identified a communication conflict. The contractor did not agree that there was an issue. Which of the following should the project manager and contractor review?

- A. Scope of work
- B. Request for proposal
- C. Vendor rules of engagement
- D. Project schedule

Answer: C

Explanation:

The project manager and contractor should review the vendor rules of engagement, which are the guidelines and expectations for the communication and interaction between the project team and the contractor. The vendor rules of engagement can help to prevent or resolve communication conflicts by clarifying the roles and responsibilities, the frequency and mode of communication, the escalation process, the feedback mechanism, and the performance evaluation criteria of the contractor. The vendor rules of engagement are usually part of the contract or the procurement management plan.

The vendor rules of engagement are different from the scope of work, which is the document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the contractor. The vendor rules of engagement are also different from the request for proposal, which is the document that solicits proposals from potential contractors by specifying the project requirements, evaluation criteria, and contract terms. The vendor rules of engagement are also different from the project schedule, which is the tool that displays the planned start and finish dates, durations, dependencies, and resources of the project activities and tasks. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management²; Vendor Rules of Engagement³

NEW QUESTION 82

How does data discovery assist with data classification'?

- A. It shows where specific data is stored
- B. It automatically classifies data by keywords
- C. It helps to identify the data owner
- D. It provides assurance of data integrity

Answer: A

Explanation:

Data discovery is the process of finding and analyzing data across an organization's data sources, such as databases, files, cloud services, and applications¹². Data discovery can assist with data classification, which is the process of assigning labels and categories to data based on its sensitivity, value, and risk³⁴. By showing where specific data is stored, data discovery can help to:

? Identify the location and scope of sensitive data, such as personal, financial, or health information, that may require special protection or compliance measures⁵⁶.

? Evaluate the data quality, accuracy, and relevance for different purposes and users⁷⁸.

? Optimize the data storage, access, and governance policies and practices⁹¹⁰. References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Data Discovery and Classification?¹, Data Discovery and Classification: Working Hand in Hand², Why Data Discovery and Classification are Important³, Data Discovery & Classification⁴, Data Discovery and Classification: The First Step to Data Security⁵, Data Discovery and Classification: A Key Component of Data Protection⁶, Data Discovery and Classification: The Foundation of Data Quality⁷, Data Discovery and Classification: The Key to Data Governance⁸, Data Discovery and Classification: The Essential Step to Data Optimization⁹, Data Discovery and Classification: The Best Practice for Data Management¹⁰

NEW QUESTION 84

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

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

Answer: D

Explanation:

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

NEW QUESTION 86

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 91

Which of the following criteria would favor using the agile methodology to manage an upcoming project?

- A. Strong projectized organization
- B. Medium risk
- C. Lack of resources
- D. Multiple undefined tasks

Answer: D

Explanation:

Multiple undefined tasks would favor using the agile methodology to manage an upcoming project. Agile methodology is a project management framework that breaks projects down into several dynamic phases, commonly known as sprints. Agile methodology is an iterative and adaptive approach that allows teams to respond to changing requirements and customer feedback quickly and effectively. Agile methodology is suitable for projects that have multiple undefined tasks, as it enables teams to prioritize and deliver the most valuable features first, and refine and improve them over time based on user input and testing¹²

NEW QUESTION 92

A company needs to have structured cabling installed in one of its buildings. Which of the following would be the best document for the company to use to obtain and compare information on cabling services and costs from various vendors?

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

Answer: D

Explanation:

A request for proposal (RFP) is the best document for the company to use in this scenario, because it is the most detailed and personalized type of request document. An RFP allows the company to specify the project scope, requirements, deliverables, evaluation criteria, and budget for the structured cabling installation, and to solicit proposals from various vendors that can meet those needs. An RFP also enables the company to compare the vendors based on their qualifications, experience, methodology, and pricing, and to select the best one for the project. An RFP is more suitable than an RFB, RFQ, or RFI, because those documents are less comprehensive and more generic, and they do not provide enough information for the company to make an informed decision. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 5: Initiating the Project, page 1131; RFI, RFP, RFQ: Understanding the Differences²; Data Center Structured Cabling RFP Template³

NEW QUESTION 96

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

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

Answer: D

Explanation:

Meeting minutes should be prepared to ensure team members who are absent remain informed about assignments. Meeting minutes document what was discussed, decisions made, and assignments given during a meeting, providing a record of the team's progress and ensuring absent members are up-to-date. References: CompTIA Project+ Study Guide Section 4.2.2

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

NEW QUESTION 100

Which of the following tools should a project manager use to assess the activities performed, work effort applied, and the productivity of a project?

- A. Project status report
- B. Project evaluation review
- C. Project management software
- D. Requirements traceability matrix

Answer: B

Explanation:

A project evaluation review is a tool that helps a project manager assess the activities performed, work effort applied, and the productivity of a project. It involves collecting and analyzing data on the project's performance, outcomes, and impacts. It also provides feedback and recommendations for improvement and learning. A project evaluation review can be done at different stages of the project life cycle, such as during or after completion. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Project Evaluation and Assessment; CompTIA Project+ Certification Exam Objectives, Domain 4: Project Closure, Objective 4.1: Conduct project closure activities.

NEW QUESTION 104

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 107

As a part of a project, structured cabling activities have been outsourced to another company. The agreement is that work will take six weeks to complete and will be performed at different locations. Which of the following should the project manager do? (Select two).

- A. Purchase the materials.
- B. Assign the resources.
- C. Accept delays in the work.
- D. Approve the deliverables.
- E. Monitor the performance.
- F. Negotiate with the vendors.

Answer: DE

Explanation:

The project manager should approve the deliverables and monitor the performance of the outsourced structured cabling activities. These are the responsibilities of the project manager when dealing with external vendors or contractors, as they ensure that the quality standards, scope, schedule, and budget are met according to the contract terms and the project plan. The project manager should also communicate regularly with the vendor and provide feedback and guidance as needed. The other options are not correct because:

? Purchasing the materials is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only verify that the materials are suitable and available for the project.

? Assigning the resources is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only ensure that the vendor has the adequate and qualified resources to complete the work.

? Accepting delays in the work is not a good practice for the project manager, as it can negatively affect the project schedule, scope, and quality. The project manager should proactively identify and manage the risks and issues that may cause delays, and implement contingency plans or corrective actions if necessary.

? Negotiating with the vendors is not a task that the project manager should do during the execution of the structured cabling activities, as it should have been done during the planning and procurement phases of the project. The project manager should only adhere to the contract terms and conditions that have been agreed upon with the vendor, and only renegotiate if there are significant changes or disputes that require it. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project; Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies.

NEW QUESTION 109

A project manager is reviewing a signed legal document pertaining to the hiring of a vendor who will develop an experimental solution. The vendor could not provide accurate estimates at this time because the requirements will probably be changing. The document also contains information about the resources involved and the rates the vendor will charge for the work. Which of the following best describes the legal document the project manager is reviewing?

- A. Time and materials contract
- B. Master service agreement
- C. Fixed-price contract
- D. Non-disclosure agreement

Answer: A

Explanation:

A time and materials contract is a type of contract where the buyer pays the seller for the actual time and materials used during the project. This type of contract is suitable when the scope of work is uncertain or likely to change, and the vendor cannot provide accurate estimates. The document also specifies the resources involved and the rates the vendor will charge for the work¹².

NEW QUESTION 111

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 116

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 117

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 120

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 124

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

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

Answer: B

Explanation:

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

NEW QUESTION 129

During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase. Which of the following actions should the Program manager take?

- A. Escalate the issue with the project sponsor and ask for assistance in managing the situation.
- B. Work with the vendor to achieve a compromise that benefits everyone.
- C. Approve the invoice to avoid damaging the relationship with the vendor.
- D. Schedule a call with the vendor PM and vendor executive to review the statement of work.

Answer: D

Explanation:

The program manager should schedule a call with the vendor PM and vendor executive to review the statement of work (SOW), which is a document that defines the scope, deliverables, timeline, quality, and payment terms of the project. The program manager should clarify the expectations and criteria for user acceptance testing (UAT), which is a process of verifying that the system meets the user's requirements and expectations. The program manager should also discuss the reasons for the UAT failure and the corrective actions needed to resolve the issues. The program manager should not approve the invoice until the UAT is successfully completed, as this would compromise the quality and value of the project. The program manager should also not escalate the issue or work on a compromise without first reviewing the SOW and communicating with the vendor¹².

NEW QUESTION 133

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 135

Given the following information:

Task	Sequence	Duration
A	B,C	10
B	D,E	15
C	F	10
D	G	20
E	G	10
F	H,I	15
G	J	5
H	J	10
I	J	20
J	END	5

Which of the following represents the critical path of the project?

- A. A-C-F-I-J
- B. A-C-F-H-J
- C. A-B-D-G-J
- D. A-B-E-G-J

Answer: C

Explanation:

The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is $S = LF - EF$ or $S = LS - ES$. A task with zero slack is on the critical path. The calculations are as follows:

Task	Duration	ES	EF	LS	LF	S
A	10	0	10	0	10	0
B	15	10	25	10	25	0
C	10	10	20	15	25	5
D	20	25	45	25	45	0
E	10	25	35	35	45	10
F	15	20	35	30	45	10
G	5	45	50	45	50	0
H	10	35	45	40	50	5
I	20	35	55	30	50	-5
J	5	50	55	50	55	0

Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack (such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

NEW QUESTION 136

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

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

Answer: A

Explanation:

Documenting artifacts is the main reason for creating and maintaining project documents that relate to the management of the project, not the project deliverables. Artifacts are used to define, support, and align the project work to the project requirements and business goals. They also serve as a source of information and evidence for future projects, audits, reviews, and lessons learned¹. Documenting artifacts helps to capture the project's history, performance, outcomes, and best practices, which can be useful for organizational learning and improvement².
 References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, page 403; Project Artifacts and How to Use Them - Rebel's Guide to Project Management, Introduction and What are project artifacts in project management? sections; Project Management Artifacts: Definition, Types, and Phases, Introduction and What are project artifacts in project management? sections.

NEW QUESTION 139

A PM received feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. Which of the following is the MOST effective step for the PM to take to ensure clarity within the team?

- A. Create a list of tasks and share it with the team.
- B. Resend the scope of work to the team.
- C. Review the Gantt chart weekly with the team.
- D. Have the project sponsor meet with the team.

Answer: C

Explanation:

Reviewing the Gantt chart weekly with the team would be the most effective step for the project manager to take to ensure clarity within the team after receiving feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. 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. Reviewing the Gantt chart weekly with the team can help to clarify their roles and responsibilities, assign tasks and deadlines, track and report their status and performance, identify and resolve any issues or risks, and keep them aligned and engaged with the project goals.VVVVVVVVVVVVVVV

NEW QUESTION 140

Which of the following statements best describes a content management system?

- A. A system to manage electronic signatures and document workflow
- B. A system to manage database integration and provide messaging services
- C. A system to manage shared data on the web, allowing multiple contributors to create, edit, and publish
- D. A system to manage documents archival, such as emails, spreadsheets, and support tickets

Answer: C

Explanation:

A content management system (CMS) is a software application that allows users to create, manage, and deliver content via digital channels, such as websites, blogs, or social media¹². A CMS enables multiple contributors to access, edit, and publish content without requiring technical knowledge or coding skills³⁴. A CMS also provides features such as templates, workflows, media libraries, and analytics to help users design, organize, and optimize their content⁵⁶.
 References = CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, What Is a Content Management System (CMS)?¹, What is a Content Management System (CMS) | Oracle², What is a Content Management System (CMS)? | Adobe Basics³, What is a CMS?⁴, What is a Content Management System?⁵, Content Management System (CMS) - Definition from Techopedia⁶

NEW QUESTION 142

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 146

A company needs to have structured cabling installed in one of its buildings. Which of the following would be the best document for the company to use to obtain and compare information on cabling services and costs from various vendors?

- A. RFB
- B. RFQ
- C. RF
- D. RFP

Answer: D

Explanation:

An RFP (request for proposal) is a document that solicits proposals from potential vendors for a specific project or service. An RFP typically describes the project scope, requirements, evaluation criteria, and instructions for submitting proposals. An RFP is the best document for the company to use to obtain and compare information on cabling services and costs from various vendors, as it allows the company to evaluate the vendors' qualifications, experience, approach, and pricing¹².

NEW QUESTION 147

A stakeholder raises a concern with a project manager because of the number of emails that have been received before a coding release. Which of the following actions should the project manager take next?

- A. Inform the CCB to stop communication.
- B. Establish a RACI matrix.
- C. Escalate the communication issues.
- D. Revise the communication plan.

Answer: D

Explanation:

When stakeholders express concerns about the volume of communication, it's important to review and adjust the communication plan to ensure it meets the project's needs and stakeholders' preferences. A RACI matrix is useful for defining roles and responsibilities but does not address communication frequency or methods directly. Escalating the issue may not be necessary if it can be resolved by revising the plan. Informing the CCB (Change Control Board) to stop communication is not advisable as the CCB's role is to oversee changes, not to manage day-to-day communications. References = The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns¹.

NEW QUESTION 151

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 156

A project manager is receiving reports of the actual project expenditures and, based on this information, is making adjustments to the budget. In which of the following phases does this occur?

- A. Planning

- B. Closure
- C. Initiation
- D. Execution

Answer: D

Explanation:

The execution phase is when the project manager and the team execute the project plan, deliver the project outputs, and monitor and control the project performance. This includes tracking and managing the project budget, scope, schedule, quality, and risks. Making adjustments to the budget based on the actual project expenditures is part of the monitoring and controlling process in the execution phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, p. 263.

NEW QUESTION 158

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

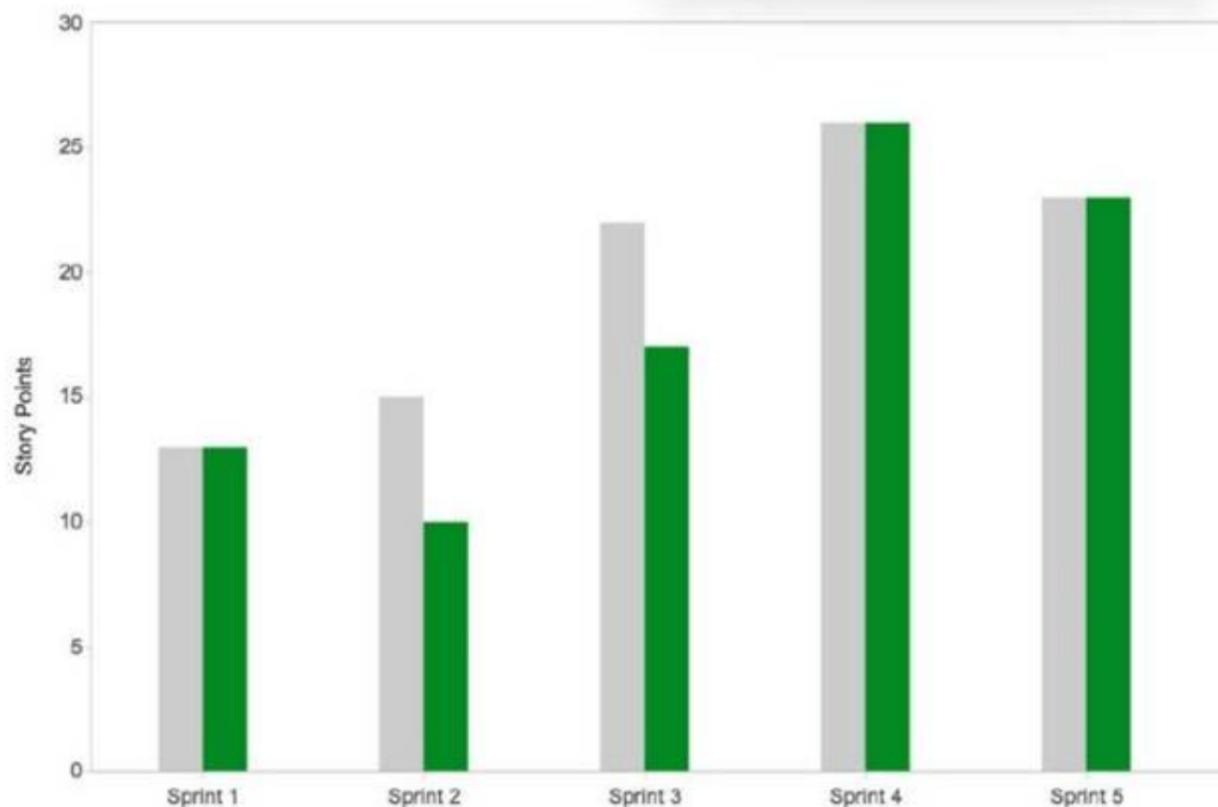
Answer: A

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 159

A project manager is monitoring team performance by comparing committed versus completed work. The project manager creates the following:



Sprint	Commitment	Completed
Sprint 1	13	13
Sprint 2	15	10
Sprint 3	22	17
Sprint 4	26	26
Sprint 5	23	23

Legend: Commitment (Grey), Completed (Green)

Which of the following most likely represents the number of items in the backlog?

- A. 23
- B. 5
- C. 10
- D. 15

Answer: A

Explanation:

The number of items in the backlog can be determined by looking at the "Commitment" column for each sprint in the provided chart. For Sprint 5, there is a commitment of completing 23 items, which is the highest among all sprints. This indicates that there are at least 23 items in the backlog to be worked on. This is consistent with the concept of agile project management, which allows for changes and additions to the project scope based on customer feedback and changing

requirements. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Agile Project Management, page 321. CompTIA Project+ Cert Guide: Exam PK0-004, Chapter 9: Agile Project Management, page 287

NEW QUESTION 162

A project manager wants to schedule a troubleshooting session for team members who are located in Germany and California. Which of the following is most important for the project manager to consider when setting up the session?

- A. Cultural differences
- B. Technological factors
- C. Time zones
- D. Language barriers

Answer: C

Explanation:

Time zones are the most important factor to consider when setting up a troubleshooting session for team members who are located in different regions of the world. The project manager should ensure that the session is scheduled at a convenient and reasonable time for all participants, and avoid scheduling conflicts or communication delays. Time zones can also affect the availability and responsiveness of stakeholders, vendors, and customers¹.

NEW QUESTION 167

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 172

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 176

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 179

A PM is working on a strategy to store records. Which of the following elements 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 184

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 188

Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

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

Answer: C

Explanation:

An Ishikawa diagram is a tool that the project team should use to find the cause of the defects associated with project deliverables. An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a graphical tool that shows the possible causes of a problem or effect using a fishbone-like structure. An Ishikawa diagram can help to identify and analyze the root causes of defects or issues and find solutions to prevent or eliminate them.

NEW QUESTION 189

A project manager is overseeing the implementation of a major upgrade to a critical ERP system. The project sponsor is requiring that the upgrade should not exceed more than three hours of downtime for the implementation and validation in production. During cutover, the team runs into a validation issue after 2.5 hours, and the process is only 70% through the validation steps Which of the following actions should the project manager take?

- A. Notify customers the downtime will take longer than expected.
- B. Add new team members to help speed up validation.
- C. Begin executing the rollback plan.
- D. Record the issue and proceed with the implementation.

Answer: C

Explanation:

When a critical ERP system upgrade encounters a validation issue and is at risk of exceeding the allotted downtime, the project manager should begin executing the rollback plan. This action is taken to ensure that the system can be restored to its previous state without exceeding the downtime limit, thus minimizing the impact on the business operations.

NEW QUESTION 194

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

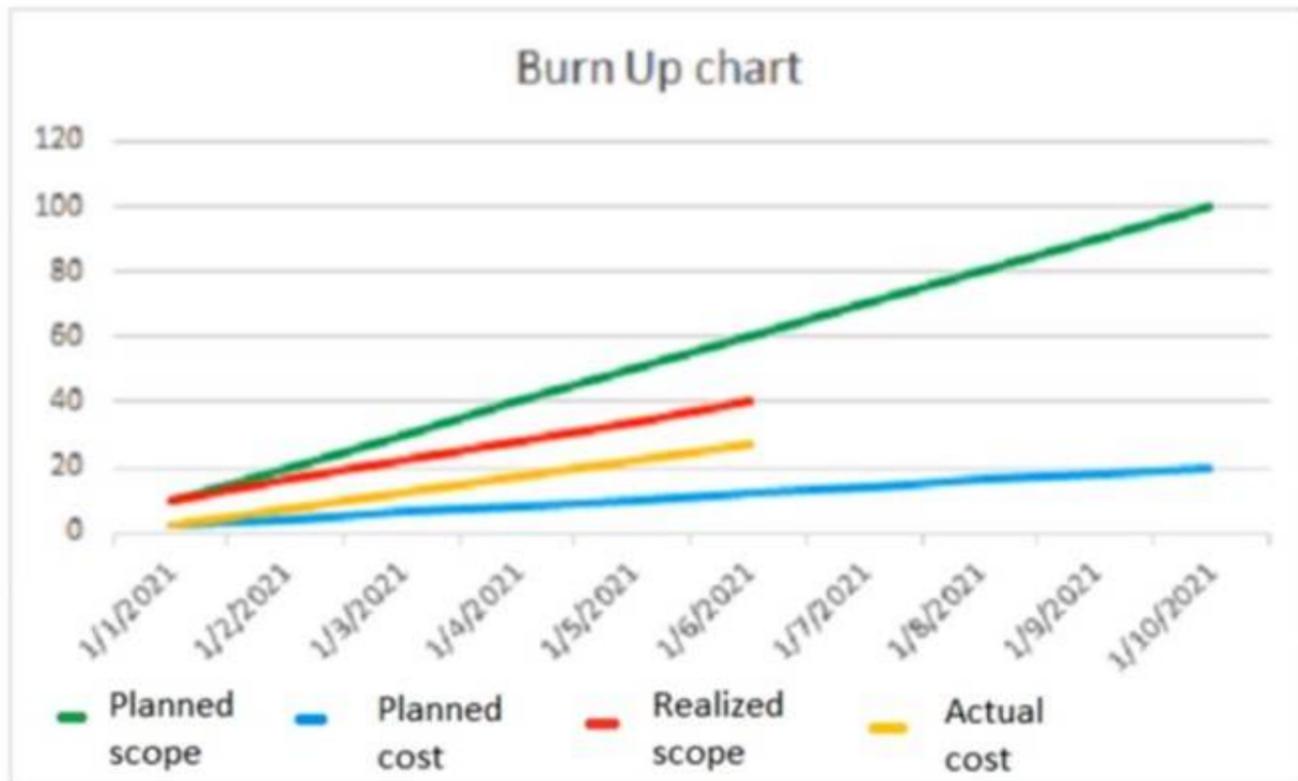
Explanation:

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 199

A project sponsor asked the PM to provide a summary of the current financial status. The PM uses the following burn up chart for the analysis:



Based on the chart, which of the following is the current status of the project?

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

Answer: A

Explanation:

The project manager can use the burn up chart to analyze the current status of the project based on its scope (value delivered), budget (cost), and schedule (time). A burn up chart is a graphical tool that shows how much work has been completed (burned up) versus how much work remains (scope) over time. It also shows how much budget has been spent (burned up) versus how much budget remains (budget) over time. A burn up chart can help to monitor and control the project progress and performance and identify any variances or deviations from the plan. The chart given shows that both scope and budget lines are above their respective target lines at any given time point. This means that less work has been completed than planned (scope variance) and more money has been spent than planned (budget variance) at any given time point. Therefore, the project is behind schedule and over budget.

NEW QUESTION 204

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 207

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 210

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

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

Answer: B

Explanation:

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

NEW QUESTION 212

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

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

Answer: A

Explanation:

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

NEW QUESTION 214

An software engineer is applying new updates to a program in a sandbox environment. Which of the following risk strategies best describes this practice?

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

Answer: B

Explanation:

Mitigate is a risk strategy that involves taking actions to reduce the probability or impact of a risk. By applying new updates to a program in a sandbox environment, the software engineer is testing the changes before implementing them in the actual system, thus minimizing the chance of errors or failures that could affect the project¹.

NEW QUESTION 216

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 219

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 221

A project manager is organizing and running a project closure meeting. Which of the following best describes the objective of this meeting?

- A. To move the system to a production environment
- B. To obtain project sign-off
- C. To formalize the end of the contract
- D. To release resources

Answer: B

Explanation:

A project closure meeting is a formal gathering held at the end of a project timeline. Its chief purpose is to evaluate the project's performance, identify and discuss the achieved outcomes, successes, and challenges, and confirm that all predefined tasks and objectives have been completed successfully¹. The project closure meeting also involves obtaining project sign-off from all necessary parties, such as the project sponsor, the client, the stakeholders, and the team members. Project sign-off is the official approval that the project has met the agreed-upon criteria and quality standards, and that the project is formally closed².

NEW QUESTION 226

A project manager and team are reviewing a task that is supposed to take nine days to complete and cost \$3,000. There is a 20% chance that an associated risk related to changing requirements could occur, resulting in rework that would add an additional five days and \$1,000 in costs. Which of the following represents the total amount that should be budgeted for the task?

- A. 9 days and \$3,000
- B. 10 days and \$3,200
- C. 12 days and \$3,800
- D. 14 days and \$4,000

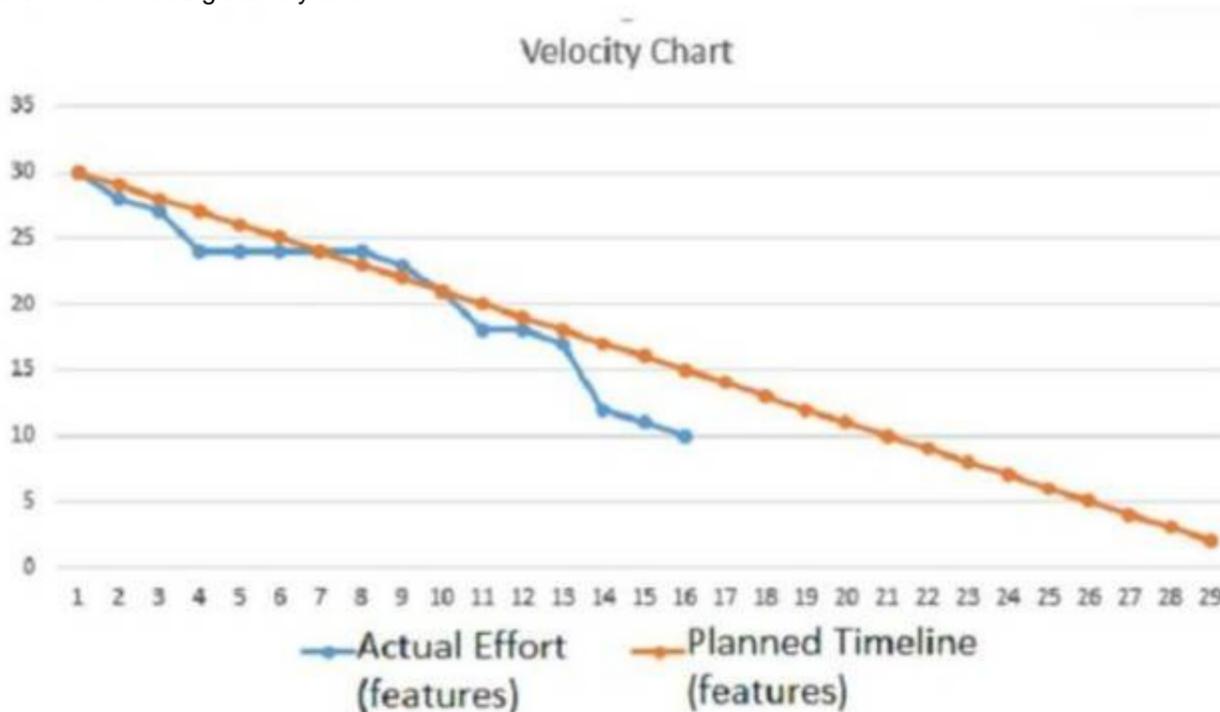
Answer: B

Explanation:

The total amount that should be budgeted for the task is calculated by adding the expected value of the risk to the original estimate. The expected value of the risk is the product of the probability and the impact of the risk. In this case, the expected value of the risk is $0.2 \times (5 \text{ days and } \$1,000) = 1 \text{ day and } \200 . Therefore, the total amount that should be budgeted for the task is 9 days and \$3,000 + 1 day and \$200 = 10 days and \$3,200.

NEW QUESTION 231

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 232

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 237

The quarterly financial report displays losses from a project even though the project was completed successfully several weeks ago. Which of the following actions should the project manager perform next?

- A. Remove access.
- B. Complete the project sign-off.
- C. Release the resources.
- D. Outline the lessons learned.

Answer: B

Explanation:

The project sign-off is the formal acceptance of the project deliverables by the client, stakeholder, or customer. It also marks the closure of the project and the release of the final payment. If the project sign-off is not completed, the project may still incur costs and liabilities, which can explain the losses in the financial report. Therefore, the project manager should complete the project sign-off as soon as possible to avoid further losses.

NEW QUESTION 241

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 242

Which of the following BEST identifies the intent and purpose of a project closeout report?

- A. To provide documentation of lessons learned
- B. To document variances from the initial project baseline
- C. To validate that a project has been successfully completed
- D. To release resources and terminate all access rights

Answer: C

Explanation:

To validate that a project has been successfully completed. The intent and purpose of a project closeout report is to validate that a project has been successfully completed and to summarize the goals, objectives, and outcomes of the project, as well as the lessons learned and the feedback from stakeholders. A project closeout report is a document that is submitted at the end of a project to officially conclude it and release the resources and contracts involved. It is useful for evaluating the project's success and improving the performance of future projects.

NEW QUESTION 243

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

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

Answer: C

Explanation:

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

NEW QUESTION 245

Which of the following best describes a manufacturer's obligation to repair or change, without extra costs, any part of a product that is not functioning?

- A. Service-level agreement
- B. Functional testing
- C. Warranty period
- D. Audit

Answer: C

Explanation:

A warranty period is the time during which a manufacturer or seller agrees to repair or replace a product that is defective or does not meet the specified standards. A warranty period can be expressed in terms of duration (e.g., one year) or usage (e.g., 10,000 miles). A warranty period is a form of consumer protection that obliges the manufacturer or seller to bear the costs of repairing or changing any part of the product that is not functioning properly¹.

NEW QUESTION 250

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 252

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

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

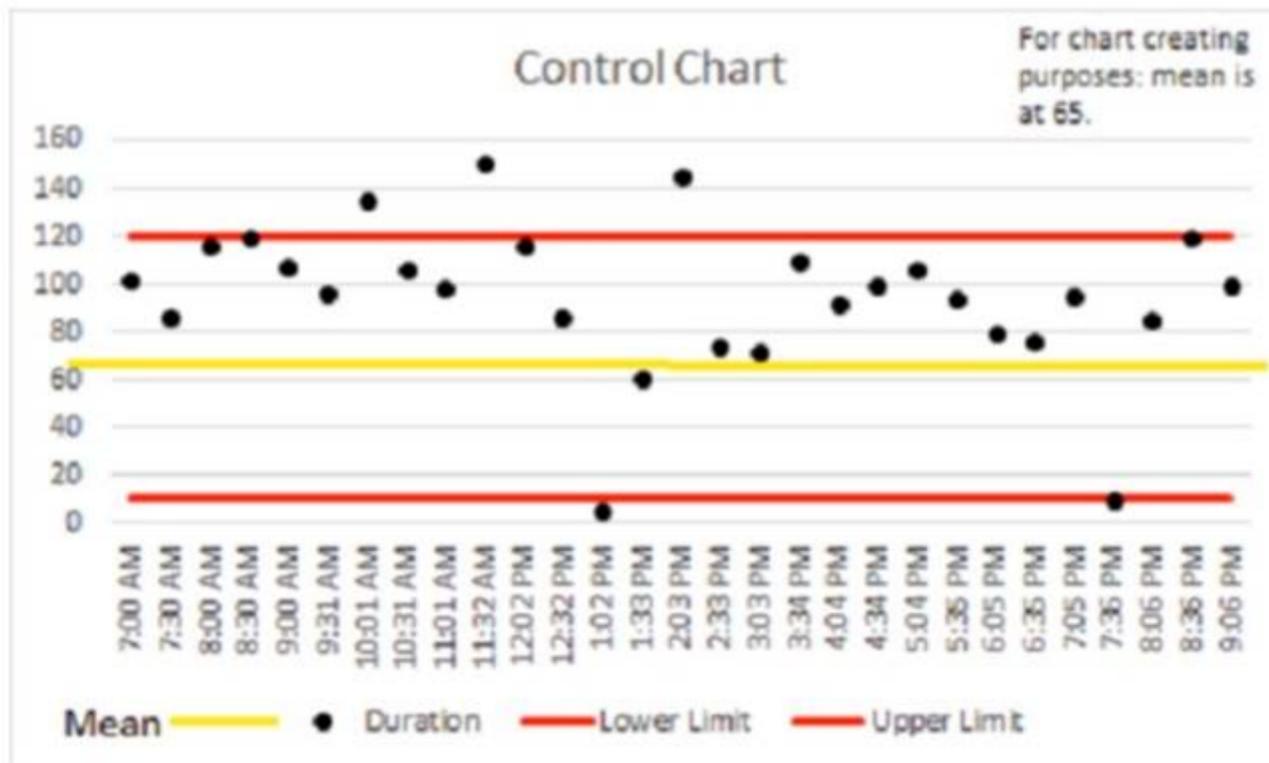
Answer: D

Explanation:

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

NEW QUESTION 254

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



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

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

Answer: C

Explanation:

The process is out of control and should be revised. The project manager can use the rule of seven to determine the status of the process based on the control chart.

The rule of seven states that if seven or more consecutive measurements fall on one side of the mean that there's an assignable cause that needs investigation. In this case, the last seven data points are all below the mean, which indicates that the process is out of control and in need of adjustment¹²

NEW QUESTION 257

A PM learns about some communication issues with different stakeholders and team members. Which of the following should the PM do NEXT?

- A. Escalate the communication issues.
- B. Implement a communication platform.
- C. Review the communication plan.
- D. Talk with the head of the PMO.

Answer: C

Explanation:

The project manager should review the communication plan after learning about some communication issues with different stakeholders and team members. A communication plan is a document that defines and documents the communication goals, strategies, methods, channels, frequency, roles, and responsibilities for a project. A communication plan can help to facilitate effective and timely communication among all stakeholders involved in a project and avoid confusion, misunderstanding, or conflicts.

NEW QUESTION 258

Which of the following would be the NEXT document a project manager should update once the need to procure goods and/or services is identified?

- A. Memorandum of understanding
- B. Request for information
- C. Statement of work
- D. Non-disclosure agreement

Answer: B

Explanation:

The statement of work (SOW) would be the next document that a project manager should update once the need to procure goods and/or services is identified. 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 261

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

- A. Avoiding

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

Answer: A

Explanation:

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

NEW QUESTION 266

A project manager has decided to outsource portions of a project and will conduct a separate procurement. In which of the following phases does this task occur?

- A. Planning
- B. Initiating
- C. Controlling
- D. Executing

Answer: A

Explanation:

This answer is based on the understanding that outsourcing is a form of procurement, which is one of the knowledge areas in project management. Procurement involves acquiring goods and services from external sources to support the project objectives. According to the CompTIA Project+ Study Guide¹, procurement activities occur mainly in the planning phase of the project, where the project manager identifies the project needs, defines the scope of work, evaluates the potential vendors, and prepares the procurement documents. The other options are not correct because:

? Initiating is the phase where the project manager defines the project purpose, objectives, and deliverables, and obtains the project charter and stakeholder approval. Initiating does not involve procurement activities, although it may involve some preliminary research on the feasibility and availability of external resources.

? Controlling is the phase where the project manager monitors and measures the project performance, compares it with the baseline, and implements corrective actions if needed. Controlling does involve some procurement activities, such as reviewing the vendor deliverables, managing the changes, and resolving the issues, but these are not the main tasks of procurement.

? Executing is the phase where the project manager leads and directs the project team and other resources to complete the project work according to the plan. Executing does involve some procurement activities, such as selecting the vendor, signing the contract, and managing the relationship, but these are not the main tasks of procurement. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project.

NEW QUESTION 271

Which of the following should be considered first when determining the privacy management for project data?

- A. Evaluating the current privacy protection program
- B. Understanding applicable privacy regulations
- C. Maintaining awareness of industry best practices
- D. Implementing security role-based controls

Answer: B

Explanation:

Before starting a new project that involves personal data, the project manager should first understand the relevant privacy regulations that apply to the data subjects, the data controllers, and the data processors. These regulations may vary depending on the location, industry, and nature of the data. For example, GDPR applies to any project that processes the personal data of individuals in the European Union, regardless of where the project is based or executed. Understanding the applicable privacy regulations will help the project manager to identify the legal obligations, risks, and compliance requirements for the project data. References = CompTIA Project+ Study Guide, Chapter 3: Project Planning, Section 3.4: Data Privacy and Security, p. 121-122; A Project Management Approach to Data Protection Compliance; 10 Data Protection Considerations Before Starting a New Project; Project Teams Must Manage Risk and New Requirements to Ensure Data Privacy

NEW QUESTION 275

Which of the following factors would be impacted the most by requirements for a project to implement an air quality control system at a coal plant?

- A. Social
- B. Regulatory
- C. Environmental
- D. Governmental

Answer: C

Explanation:

The environmental factor would be impacted the most by requirements for a project to implement an air quality control system at a coal plant. This is because coal combustion produces various air pollutants, such as particulate matter (PM), sulfur dioxide (SO₂), nitrogen oxides (NO_x), carbon dioxide (CO₂), and mercury, that can harm human health and the environment¹². An air quality control system can reduce the emissions of these pollutants by using different technologies, such as low NO_x burners, flue gas desulfurization, electrostatic precipitators, and carbon capture and storage²³. However, these technologies also have environmental impacts, such as water consumption, waste generation, energy consumption, and greenhouse gas emissions⁴. Therefore, the project manager should consider the environmental factor in terms of the project scope, objectives, constraints, risks, and stakeholders, and evaluate the trade-offs and benefits of different air quality control options⁵. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Update on air pollution control strategies for coal-fired power plants; AQCS Air Quality Control Systems; NO_x control for high-ash coal-fired power plants in India; Coal Dust Control

NEW QUESTION 279

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