

## Exam Questions PK0-004

CompTIA Project+ Certification Exam

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#### NEW QUESTION 1

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

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

**Answer:** BC

#### Explanation:

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

#### NEW QUESTION 2

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

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

**Answer:** A

#### NEW QUESTION 3

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 4

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 5

A project is coming to the end of a phase. The PMO required that the quality team review the work and budget before moving on to the next phase of the project. The project manager must schedule the review of the phase and have the stakeholders present. This review is referred to as:

- A. change management.
- B. a milestone.
- C. a tollgate.
- D. an incident response.

**Answer:** B

#### NEW QUESTION 6

When forming a project team, there are a number of phases.

When a project team is productive and effective this phase is known as which of the following?

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

**Answer:** C

#### NEW QUESTION 7

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

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

**Answer:** A

#### NEW QUESTION 8

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

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

**Answer:** B

#### NEW QUESTION 9

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

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

**Answer:** C

#### NEW QUESTION 10

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 10

The PMO is responsible for: (Choose two.)

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

**Answer:** CD

#### Explanation:

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

#### NEW QUESTION 14

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

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

**Answer:** AD

#### NEW QUESTION 17

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

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

**Answer:** D

#### NEW QUESTION 22

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

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

**Answer:** BC

#### NEW QUESTION 25

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

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 30

Which of the following inherently affects quality standards?

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

**Answer:** D

#### NEW QUESTION 31

A project has activities on the critical path that must be completed before other activities can start. Task A is dependent on Task C before Task D can be completed.

Task A requires task B to start.

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

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

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

**Answer:** D

#### NEW QUESTION 36

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

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

**Answer:** A

#### NEW QUESTION 40

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

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

**Answer:** D

#### NEW QUESTION 43

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

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

**Answer:** CE

#### NEW QUESTION 45

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

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

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 50

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

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

**Answer:** A

#### NEW QUESTION 55

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

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

**Answer:** D

#### NEW QUESTION 57

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

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

**Answer:** C

#### NEW QUESTION 60

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 63**

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

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

**Answer:** A

**NEW QUESTION 68**

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

AC = 100

PV = 80

EV = 120

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

- A. It is under budget.
- B. It is over budget.
- C. It is ahead of schedule.
- D. It is behind schedule.

**Answer:** A

**Explanation:**

“The cost performance index (CPI) is calculated this way:  $CPI = EV / AC$ ”

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

**NEW QUESTION 73**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 75**

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

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

**Answer:** B

**NEW QUESTION 77**

In which of the following categories does ABusiness process change fit?

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

**Answer:** B

**Explanation:**

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

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

**NEW QUESTION 80**

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



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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 83**

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

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

**Answer:** A

**NEW QUESTION 86**

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

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

**Answer:** D

**NEW QUESTION 87**

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

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

**Answer:** B

**NEW QUESTION 90**

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

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

**Answer:** B

**NEW QUESTION 94**

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

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

**Answer:** C

**NEW QUESTION 95**

A project has just finished performance testing and found that the application can only handle 100 concurrent users where the requirement was to handle 500 concurrent users.

In which of the following components of the project plan should this be documented?

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

**Answer:** B

#### NEW QUESTION 97

A project manager is creating the WBS.  
In which of the following phases is the project?

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 102

ADaily standup Scrum meeting is BEST accomplished in a:

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

**Answer:** C

#### NEW QUESTION 105

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

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

**Answer:** AC

#### Explanation:

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

#### NEW QUESTION 109

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 113

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

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 116

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

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



**Answer:** A

**Explanation:**

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

**NEW QUESTION 119**

Which of the following is ADefinition of an RFP?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 121**

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

Which of the following actions should the project manager take?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 122**

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

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

**Answer:** AB

**Explanation:**

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

**NEW QUESTION 124**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 127**

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

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

**Answer:** D

**NEW QUESTION 132**

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

- A. The company received a C&D.

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

**Answer:** A

#### NEW QUESTION 136

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 139

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

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

**Answer:** CD

#### NEW QUESTION 140

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

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

**Answer:** D

#### NEW QUESTION 141

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

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

**Answer:** B

#### NEW QUESTION 143

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

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

**Answer:** A

#### NEW QUESTION 148

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

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

**Answer:** A

#### NEW QUESTION 153

After identifying all known tasks, the project manager has started to sequence and set durations.

Which of the following describes how the project manager should BEST determine the initial sequence and durations?

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

**Answer:** A

#### NEW QUESTION 155

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

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

**Answer:** C

#### NEW QUESTION 158

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

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

**Answer:** D

#### NEW QUESTION 159

A WBS is being developed for a project.

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 160

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

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 164

A vendor has accepted a proposed project from a customer.

Which of the following is MOST likely to be the first document created by the project manager?

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 165

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