# CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam

NEW QUESTION 1
Given the following network diagram:
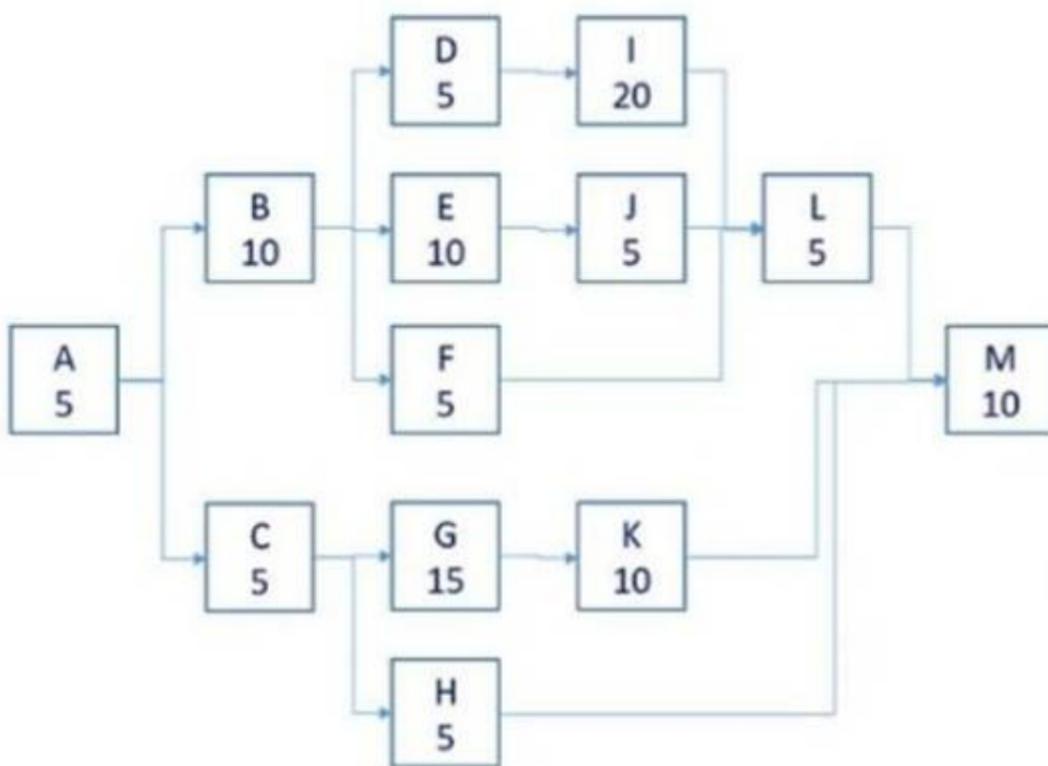
Which of the following is the critical path?

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 2
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 3
Several months after a project has ended, a project team member is still charging time to the project and is unable to charge time to new projects. Which of the following did the project manager neglect to do?

A. Remove the team member's access.
B. Release the project resources.
C. Collect the stakeholders' feedback.
D. Have the closeout report approved.

Answer: B

Explanation:
Releasing the project resources is the process of formally ending the involvement of the project team members and other resources in the project. It also involves updating the resource availability and performance records, and providing feedback and recognition to the resources. Releasing the project resources is an important part of the project closure phase, and it helps to avoid unnecessary costs and conflicts. If the project manager neglects to release the project resources, the team members may still charge time to the project and be unable to work on new projects12.

NEW QUESTION 4
A project manager was just assigned to a new project. Which of the following activities should the project manager undertake after accepting the project? (Select TWO).

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

Answer: EF

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

NEW QUESTION 5
Which of the following activities would be performed during the project closure phase when the waterfall methodology is being used? (Select two).

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

Answer: EF

Explanation:
During the project closure phase in the waterfall methodology, it is crucial to validate the deliverables to ensure that all project requirements have been met and the project outputs are complete and satisfactory. Additionally, reconciling the project budget is performed to ensure all financial records are accurate and reflect the actual project costs, which is essential for the formal closing of the project.
References = CompTIA Project+ Certification Study Guide (PK0-005)

NEW QUESTION 6
Due to budgetary and time constraints, a PM scheduled a meeting with all stakeholders during the planning phase to review the requirements and come to an agreement on the minimum viable product that would be acceptable. Which of the following would be used to document this input?

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

Answer: B

Explanation:
The project manager should use the project management plan to document the input from the stakeholders on the minimum viable product that would be acceptable for the project. The project management plan is a document that describes how the project will be executed, monitored, controlled, and closed. It usually includes information such as scope statement, work breakdown structure (WBS), schedule baseline, cost baseline, quality plan, risk plan, communication plan, stakeholder plan, and change management plan. The project management plan can help to define and communicate the project requirements, deliverables, assumptions, constraints, and expectations to all stakeholders involved in the project.
The project management plan would be used to document the input obtained from stakeholders during the meeting to review the requirements and agree on the minimum viable product. The project management plan is a comprehensive document that outlines the approach, scope, schedule, budget, quality, resources, and communication for a project. The document is updated throughout the project lifecycle and serves as a guide for project execution, monitoring, and control.
References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.3: Identify the components of the project management plan.

NEW QUESTION 7
Which of the following tools is best to use for storing lessons learned?

A. Whiteboard
B. Wiki knowledge base
C. Content management system
D. Workflow platform

Answer: B

Explanation:
A wiki knowledge base is a collaborative online platform that allows users to create, edit, and share information about a specific topic or domain1. A wiki knowledge base is best to use for storing lessons learned because it enables easy access, retrieval, and update of the lessons learned by project teams and stakeholders2. A wiki knowledge base can also support keyword search, version control, and linking of related documents3. A wiki knowledge base is different from a whiteboard, which is a physical or digital board that can be used for brainstorming, sketching, or presenting ideas; a content management system, which is a software application that allows users to create, manage, and publish digital content; and a workflow platform, which is a software tool that automates and streamlines business processes4. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; Capturing Lessons Learned in Project Management [2023] • Asana, Different types of lessons learned sessions and Lessons Learned Process in Project Management sections; Project Management Lessons Learned | Smartsheet, What Are Lessons Learned in Project Management? and Lessons Learned Process in Project Management sections; How to Do Lessons Learned in Project Management, Store and Retrieve sections.

NEW QUESTION 8
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 9
SIMULATION
During a gate review meeting, the deliverable was rejected by the customer. INSTRUCTIONS
Review the dashboard.
• Part 1: Drag and drop each task, placing them in the correct order based on the project change control process.
• Part 2: Select the proper document(s) to be updated.
If at any time you would like to bring back the initial state of the simulation, please click the Reset All button.
Part 1:
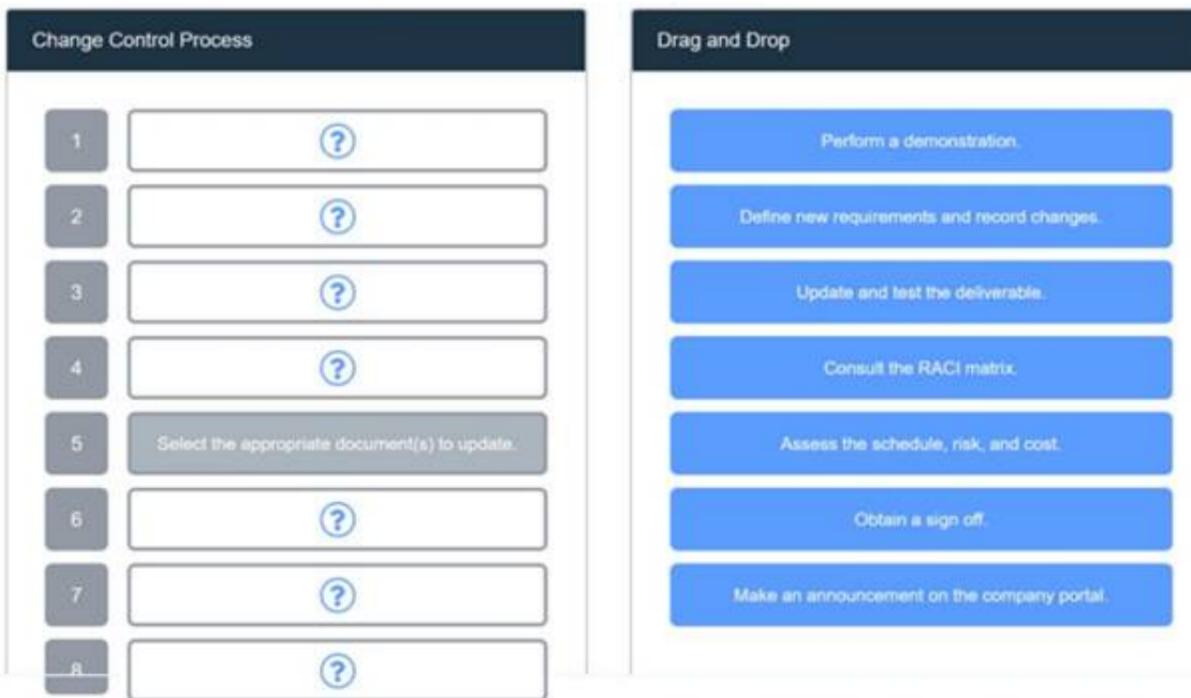
Part 2:

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
Before a configuration can be made to a system in development, a document containing information about how the new system will interact with other systems within the organization needs to be written. Which of the following relationships best describes this scenario?

A. Start-to-start
B. Start-to-finish
C. Finish-to-finish
D. Finish-to-start

Answer: D

Explanation:
A finish-to-start relationship is a type of logical dependency between two tasks, in which the first task must be completed before the second task can start. In this scenario, the document containing information about how the new system will interact with other systems within the organization is a prerequisite for the configuration of the system in development. Therefore, the document writing task must finish before the configuration task can start, which is a finish-to-start relationship. 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

NEW QUESTION 10
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 12
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 13
Which of the following is a quality assurance tool?

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

Answer: B

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

NEW QUESTION 15

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

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

Answer: A

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

NEW QUESTION 17
After months of recruiting, a team finally found the right candidate for a very specific coding language assignment. Due to this delay, the team has a tight timeline without any float. A day before the candidate is scheduled to join the team, the project manager realizes the candidate has a non-compete agreement from the previous employer. Which of the following should the project manager do?

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

Answer: D

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

NEW QUESTION 22
Which of the following cloud models is designed to provide compute, storage, and networking resources on demand?

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

Answer: B

Explanation:
Infrastructure as a service (IaaS) is a cloud model that provides on-demand access to cloud-hosted physical and virtual servers, storage, and networking resources. IaaS customers can provision, configure, and use these resources as they would use on- premises hardware, but without the hassle of purchasing, installing, managing, and maintaining them. The cloud service provider owns, manages, and maintains the hardware and computing resources in its own data centers, and charges the customers based on their usage. IaaS is suitable for customers who need flexibility, scalability, and control over their IT infrastructure, and who want to avoid the high costs and complexity of owning and operating their own hardware. The other options are not correct because:
? Software as a service (SaaS) is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS customers do not need to install, update, or maintain the software, as the cloud service provider handles all the technical aspects. SaaS is suitable for customers who need to access common applications, such as email, office productivity, or customer relationship management, without worrying about the underlying infrastructure or platform.
? Data as a service (DaaS) is a cloud model that provides on-demand access to cloud-hosted data sources, such as databases, data warehouses, or data lakes. DaaS customers can query, analyze, and visualize the data, as well as integrate it with other applications or services, using APIs or web interfaces. DaaS is suitable for customers who need to leverage data from various sources, such as social media, IoT devices, or third-party providers, without having to store, manage, or process the data themselves.
? Platform as a service (PaaS) is a cloud model that provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS customers can use the platform's tools, frameworks, libraries, and services to create and deploy applications, without having to worry about the underlying infrastructure or software. PaaS is suitable for customers who need to develop, test, and deploy applications quickly and efficiently, and who want to take advantage of the cloud's scalability, reliability, and security features. References = IaaS vs. PaaS vs. SaaS; AWS Fundamentals: Understanding Compute, Storage, Database, Networking & Security; What are the different types of cloud computing?; What is Cloud Storage and How to Use It

NEW QUESTION 27
One of the key steps in controlling changes lo software is obtaining approval. Which of the following statements best describes the reason for this key objective?

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

Answer: B

Explanation:
Obtaining approval for changes to software is crucial to ensure that the changes do not negatively impact other functionalities of the software. Approval processes typically involve a review that assesses the potential impacts of the change, which helps in mitigating risks associated with the change.
References = The answer is based on standard project management practices and the typical use of change control processes in software development. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 29
A project manager needs to ensure that the products produced during the project meet the highest quality standards and that team members understand the importance of these standards. Which of the following should the project manager do?

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

Answer: C

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

NEW QUESTION 30
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 34
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 39
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 41

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

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

Answer: C

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

NEW QUESTION 43

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 45

After a product is released for production, a tester performs a test to ensure its basic functionality is working as expected. Which of the following is the tester performing?

A. Smoke test
B. Stress test
C. Penetration test
D. Regression test

Answer: A

NEW QUESTION 48

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 50
An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

A. Enterprise resource planning and end user applications
B. Electronic document and record management systems
C. Customer relationship management and databases
D. Content management and financial systems

Answer: B

Explanation:
Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints. Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management systems can help to improve efficiency, productivity, collaboration, compliance, and
security of document and record management processes and workflows3

NEW QUESTION 55
During a status meeting for a multisystem program, a program manager learns that some deliverables from another project are delayed. Which of the following should the program manager do next?

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

Answer: A

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

NEW QUESTION 60
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 65
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 66
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 67
During a sponsor meeting, a PM is assigned to manage a new external project for an IT consultant. The sponsor wants the PM to establish an agreement regarding the exchange of money between both parties. Which of the following documents would the PM most likely create?

A. Business requirement
B. Client statement of work
C. Formal contract
D. Project charter

Answer: C

Explanation:
A formal contract is a legal document that defines the terms and conditions of the agreement between the project parties, such as the scope, schedule, budget, quality, deliverables, roles and responsibilities, payment methods, and dispute resolution mechanisms. A formal contract is essential for external projects, especially when there is an exchange of money involved, to protect the interests and rights of both parties and to ensure mutual understanding and compliance. A formal contract is different from a business requirement, which is a statement of the needs and expectations of the customer or stakeholder for the project outcome. A formal contract is also different from a client statement of work, which is a document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the project vendor or contractor. A formal contract is also different from a project charter, which is a document that authorizes the project and provides the high-level information about the project objectives, scope, stakeholders, and project manager. 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; 11 Essential Documents To Use as a Project Manager3

NEW QUESTION 71
Which of the following is a reason to use a SOW on a project?

A. To find out the contact information for the vendors
B. To review the list of stakeholders
C. To ensure the team stays within the scope of the contract
D. To give explicit instruction on how to execute the work

Answer: C

Explanation:
A statement of work (SOW) is a formal document that defines the entire scope of work involved for a vendor and clarifies deliverables, costs, and timeline1. It serves as a contractual agreement between a vendor and a client, providing a comprehensive description of the work to be performed2. A reason to use a SOW on a project is to ensure the team stays within the scope of the contract, as it outlines what the team will and won't do on a project, saving from painful client negotiations and protecting
the timeline and the bottom line3. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects Part 1, page 63; What Is a Statement of Work? Definition & Examples, Introduction and What Is a Statement of Work (SOW) In Project Management? sections; Statement Of Work Ultimate Guide: Simple Definition & Template, Introduction and What is a Statement of Work? sections; What Is a Statement of Work (SOW)? - Coursera, Introduction section.

NEW QUESTION 73
After a migration was completed and a financial system was deployed, users have been unable to issue payment orders. Which of the following should be implemented?

A. Rollback plan
B. Release plan
C. Deployment plan
D. Contingency plan

Answer: A

Explanation:
A rollback plan is a part of the project management plan that defines how to revert the system to its previous state or baseline if the change or migration fails or causes unacceptable impacts1. A rollback plan is different from a contingency plan, which is a plan to deal with a specific risk event that may or may not occur2. A release plan and a deployment plan are not relevant to the scenario, as they are used to plan and execute the delivery and installation of the system, not to undo them. Therefore, the correct answer is

A. Rollback plan.

NEW QUESTION 76
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 77
A project team is developing an application that will allocate a building's parking spaces. The building owner does not agree with using corporate colors in the application and has blocked the release of the beta version for testing. Which of the following best describes what the project manager should have done in the initiation phase to prevent this issue?

A. Review of existing artifacts
B. Development of an issue log
C. Identification and assessment of stakeholders
D. Establishment of accepted communication channels

Answer: C

Explanation:
The project manager should have identified and assessed the building owner as a key stakeholder in the initiation phase, and understood their expectations and requirements for the application. This would have helped to avoid the conflict over the corporate colors and the delay in testing. Stakeholder identification and assessment is an important process in the initiation phase, as it helps to define the project scope, objectives, and success criteria, and to establish a communication plan12. References = CompTIA Project+ PK0-005 Certification Study Guide,

NEW QUESTION 82
Someone claiming to be from a tax agency sent an email to a team member asking for access to the project repository. Which of the following BEST describes this scenario?

A. Social engineering
B. Phishing
C. Spoofing
D. Hacking

Answer: B

Explanation:
Phishing is a scenario where someone claiming to be from a legitimate organization sends an email or other message to a target person asking for sensitive information or access to a system or account. Phishing is a type of cyberattack that aims to trick the target into revealing personal or financial data or installing malware on their device. Phishing can compromise the security and privacy of the target and expose them to identity theft, fraud, or other malicious activities.

NEW QUESTION 83
An IT intern was assigned to set up workstations as part of a project. The IT intern was very careful to do the task well and initially referred to notes while performing the task. By the end of the two-week rotation, the IT intern no longer needed the notes and completed more set-ups in less time. Which of the following MOST likely represents the observed relationship in this scenario?
A)

B)

C)

D)
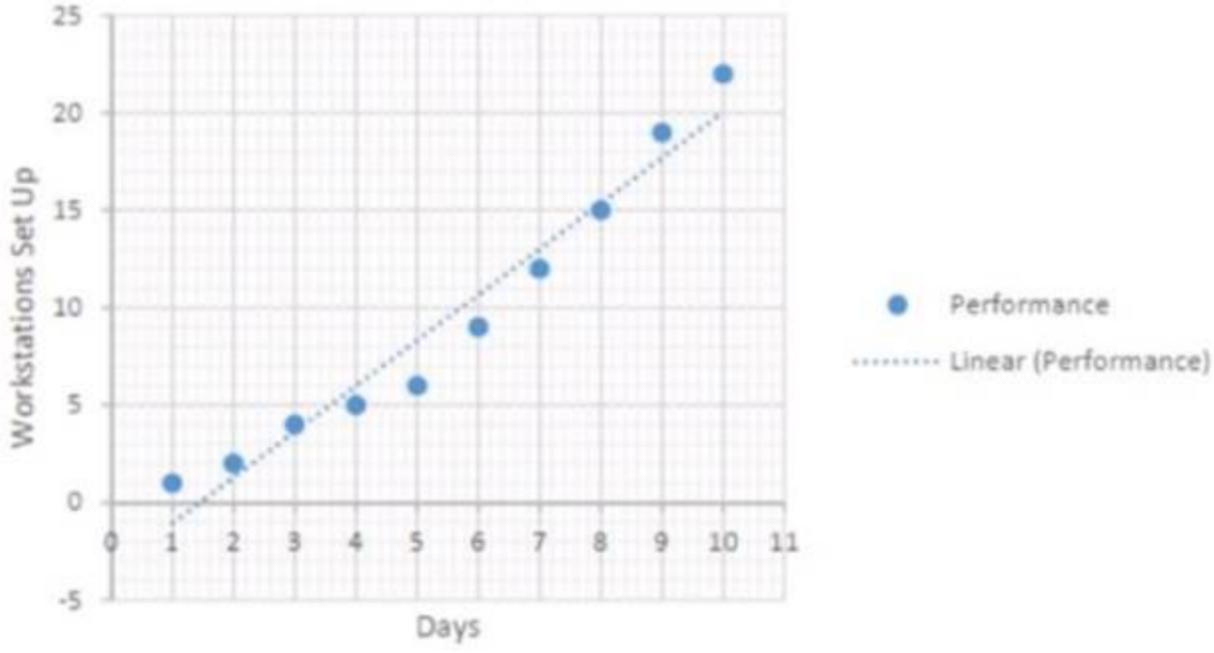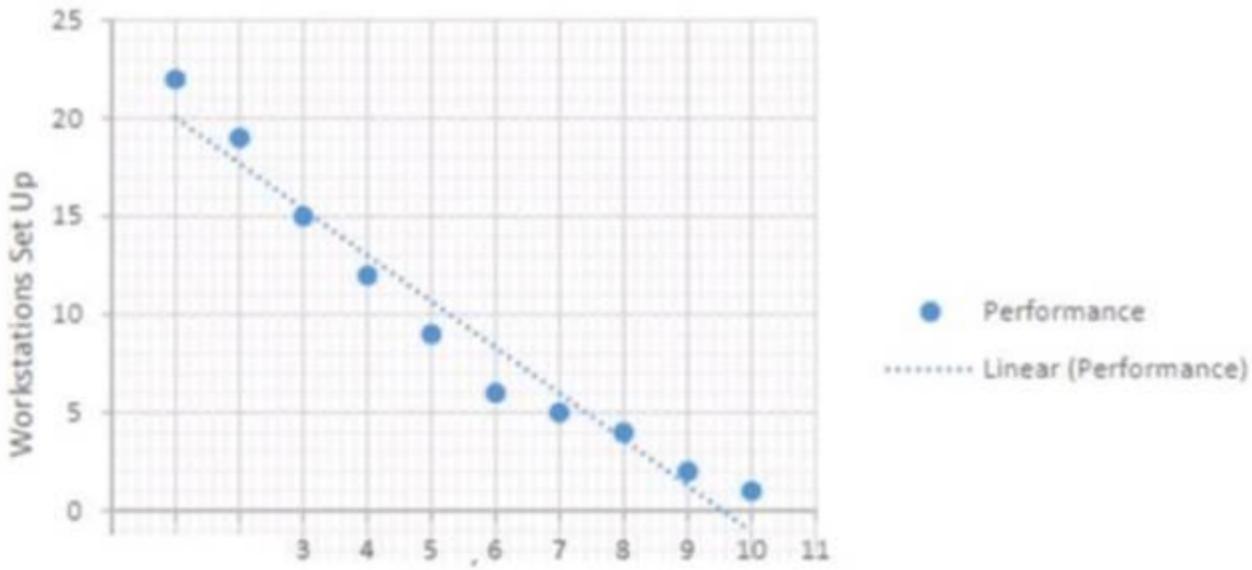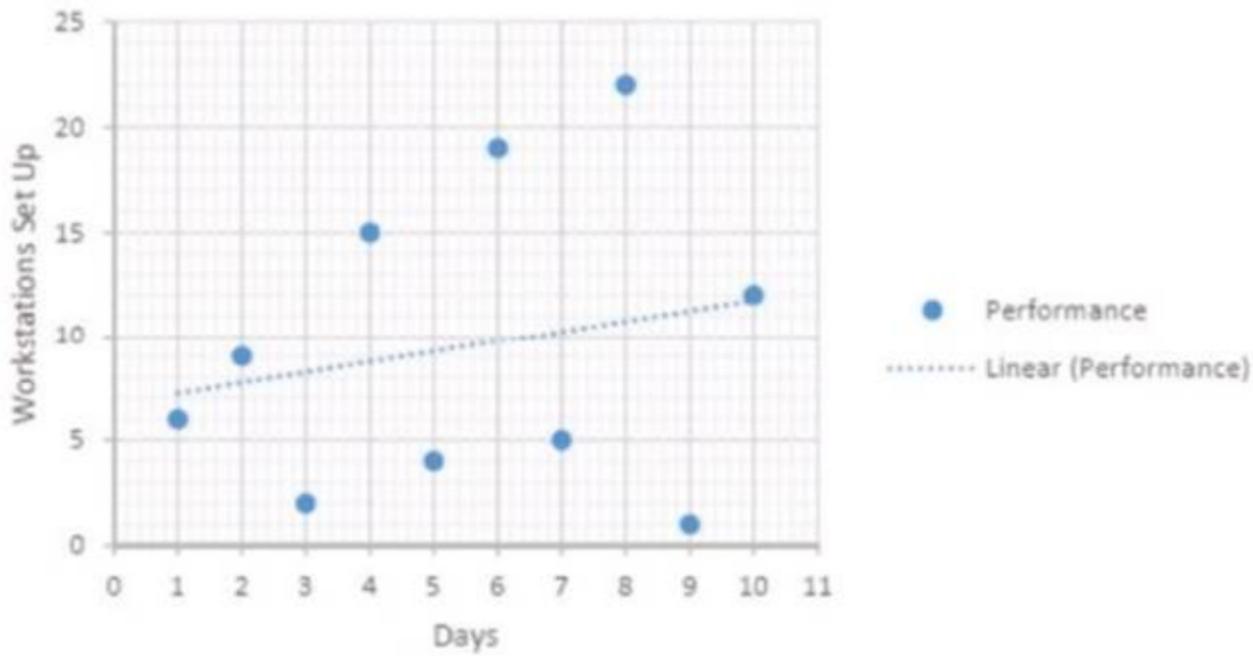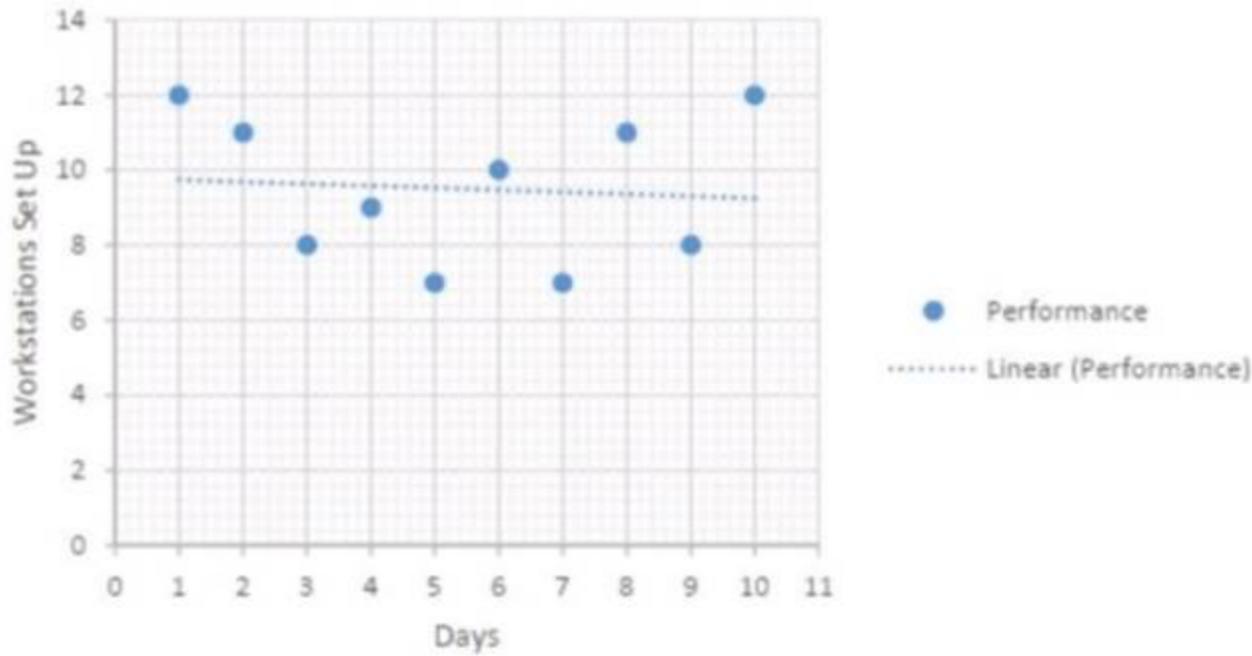
A. Option A
B. Option B
C. Option C
D. Option D

Answer: C

Explanation:
Option C shows a graph that most likely represents the observed relationship in this scenario. The graph shows a learning curve, which is a graphical representation of the relationship between a learner's performance on a task and the number of attempts or time required to complete the task. The learning curve theory proposes that a learner's efficiency in a task improves over time the more the learner performs the task. In this case, the IT intern was able to complete more set-ups in less time as they gained more experience and proficiency over the two-week rotation12

NEW QUESTION 88
Which of the following activities are performed during the closing phase? (Select three).

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

Answer: BDF

Explanation:
The closing phase of a project involves finalizing all project activities, delivering the project deliverables, releasing the project resources, and closing out the project accounts. Some of the activities that are performed during this phase are12:
•Recognizing project team efforts and rewarding team members. This is an important activity to acknowledge the contributions of the project team, celebrate the project success, and motivate the team members for future projects. Recognition and rewards can be given in various forms, such as certificates, bonuses, gifts, or feedback.
•Revoking resource credentials from the system. This is a security measure to ensure that the project resources, such as staff, contractors, vendors, or consultants, do not have access to the project systems, data, or assets after the project is completed. Revoking credentials can prevent unauthorized access, data breaches, or misuse of project resources.
•Informing the functional manager about the release of resources. This is a communication activity to notify the functional manager, who is responsible for the allocation and management of resources, that the project resources are no longer needed and can be reassigned to other projects or tasks. Informing the functional manager can help to optimize the resource utilization, avoid resource conflicts, and plan for future resource needs.
References = CompTIA Project+ PK0-005 Certification

NEW QUESTION 89
A project manager has decided to wait until all requirements are developed to initiate testing. Which of the following relationship dependencies is the project manager using?

A. Start-to-finish
B. Finish-to-finish
C. Finish-to-start
D. Start-to-start

Answer: C

Explanation:
A finish-to-start dependency is a type of relationship dependency in project management, where the start of one task depends on the finish of another task12. In this case, the project manager is using a finish-to-start dependency, because testing cannot start until requirements development is finished. This implies that testing is a successor task, and requirements development is a predecessor task. A finish-to-start dependency is the most common type of dependency in project management, and it ensures that tasks are performed in a logical sequence34. References = CompTIA Project+ Certification Study Guide5, CompTIA Project+ Certification Exam Objectives6, Understanding Dependencies
in Project Management [2023] • Asana1, Dependencies in Project Management | Smartsheet2, Understanding Task Dependencies in Project Management3, What

are Dependencies in Project Management? - KnowledgeHut4

NEW QUESTION 94
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 95
Which of the following is a consideration when determining a project's ESG factors?

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

Answer: D

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

NEW QUESTION 96
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 100
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 101
A PM is working on the preliminary scope statement and identifies that this project has the same approach as another project that was completed last year. Which of the following actions would the PM most likely perform?

A. Call the previous PM for advice on risks and issues.
B. Ask the project sponsor to provide previous final project report results.
C. Complete the project charter using the other PM's subject matter expertise.
D. Use existing artifacts and accommodate based on the current project success criteria.

Answer: D

Explanation:
 This answer is based on the best practice of using historical information and lessons learned from previous projects to improve the planning and execution of current projects12. By using existing artifacts, such as scope statements, project plans, risk registers, and change logs, the PM can leverage the knowledge and experience of the previous PM and avoid repeating the same mistakes or oversights. However, the PM should also accommodate the artifacts based on the current project success criteria, which may differ from the previous project in terms of scope, schedule, budget, quality, or stakeholder expectations34. The PM should not rely solely on the previous PM's advice, the project sponsor's report, or the project charter, as these sources may not provide enough detail or accuracy for the current project's scope statement. References = CompTIA Project+ Certification Study Guide5, CompTIA Project+ Certification Exam Objectives6, How to Use Historical Information in Project Management1, How to Use Lessons Learned to Improve Project Management2, How to Define Project Success Criteria3, How to Use Existing Artifacts in Project Management4

NEW QUESTION 104
A project manager and team are currently in the planning phase of a project. Which of the following should the team do during this phase?

A. Identify and assess stakeholders.
B. Hold daily status meetings.
C. Remove access and plan the project sign-off.
D. Review assumptions and constraints for input to the risk register.

Answer: D

Explanation:
 The project manager and team should review assumptions and constraints for input to the risk register during the planning phase of a project. Assumptions are statements that are considered to be true for the purpose of planning, but may or may not be valid in reality. Constraints are factors that limit the project scope, time, cost, quality, or resources. Both assumptions and constraints can introduce risks to the project, which are uncertain events or conditions that can have a positive or negative impact on the project objectives. The risk register is a document that records the identified risks, their causes, impacts, probabilities, responses, owners, and status. Reviewing assumptions and constraints can help the project manager and team identify, analyze, prioritize, and plan for the potential risks that may affect the project12.
The other options are not the correct activities that the team should do during the planning phase of a project. Identifying and assessing stakeholders (option A) is an activity that is done during the initiating phase of a project, not the planning phase. Stakeholders are individuals or groups that have an interest or influence in the project, and their identification and assessment is important to define the project scope, objectives, and success criteria, and to establish a communication plan12. Holding daily status meetings (option B) is an activity that is done during the executing and monitoring and controlling phases of a project, not the planning phase. Daily status meetings are short and frequent meetings where the project team members report on their progress, issues, and plans for the next day. Daily status meetings can help the project manager track the project performance, resolve problems, and communicate updates12. Removing access and planning the project sign-off (option C) is an activity that is done during the closing phase of a project, not the planning phase. Removing access is a security measure to ensure that the project resources do not have access to the project systems, data, or assets after the project is completed. Planning the project sign-off is a process to obtain the formal acceptance and approval of the project deliverables from the stakeholders and customers12.

NEW QUESTION 108
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 110
Which of the following offers administrators more direct control over operating systems?

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

Answer: A

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

NEW QUESTION 113
Which of the following can a project manager infer from the following velocity chart?

A. The project is on schedule.
B. The project Is ahead of schedule.
C. The project is behind schedule.
D. The project is at risk.

Answer: C

Explanation:
The velocity chart typically shows the amount of work completed over time. If the "Actual Effort" line is below the "Planned Timeline," it indicates that the project is not progressing as fast as planned, hence it is behind schedule. This is inferred by comparing the actual work completed against what was scheduled. References = The answer is based on standard project management practices and the typical interpretation of velocity charts in project management. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 116
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 119
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.VVVVVVVVVVVVVV

NEW QUESTION 124
A PM is working on the schedule for a project that has technical tasks and requires a SME's knowledge. The PM decides the best way to track this project is to have the project lead provide high-level updates. Which of the following is the best tool to track this data?

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

Answer: D

Explanation:
A milestone chart is a tool that shows the key events or deliverables of a project along a timeline12. A milestone chart is useful for tracking the progress of a project that has technical tasks and requires a SME's knowledge, because it can provide a high- level overview of the project status, without getting into the details of each task or activity34. A milestone chart can help the PM and the project lead communicate the project achievements, challenges, and expectations to the stakeholders, and also identify any potential risks or delays that may affect the project completion56. A milestone chart is better than the other options because:
? A Gantt chart is a tool that shows the tasks, dependencies, durations, and resources of a project along a timeline7. A Gantt chart is more detailed and complex than a milestone chart, and may not be suitable for providing high-level updates to the stakeholders8.
? A project organization chart is a tool that shows the roles, responsibilities, and reporting relationships of the project team members and other stakeholders9. A project organization chart is not a tool for tracking project data, but rather for defining the project structure and authority10.
? A Program Evaluation Review Technique (PERT) chart is a tool that shows the tasks, dependencies, and critical path of a project along a network diagram. A PERT chart is more focused on the sequence and timing of the project tasks, and may not capture the key milestones or deliverables of the project.
References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is a Milestone Chart?1, How to Create a Milestone Chart in Excel in 3 Steps2, Milestone Chart: The Easiest Way to Track Project Milestones3, How to Use Milestones in Project Management4, What is a Gantt Chart?5, Gantt Chart vs Milestone Chart: What's the Difference?6, What is a Project Organization Chart?7, How to Create a Project Organization Chart8, What is a PERT Chart?9, PERT Chart vs Gantt Chart: What's the Difference?10

NEW QUESTION 125
After new capabilities were deployed in a system, issues with preexisting capabilities were reported. Which of the following testing cycles should be used to prevent this issue?

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

Answer: D

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

NEW QUESTION 129
During the testing phase of a project, the regression test fails due to a specific item that is disrupting the entire system. Which of the following documents should the project manager use to identify who requested this item?

A. Issue log
B. Risk register
C. Defect log
D. Traceability matrix

Answer: D

Explanation:
A traceability matrix is a document that maps the requirements of a project to the deliverables, test cases, and changes that are produced to meet those requirements. It helps the project manager to track the origin, status, and impact of each requirement throughout the project life cycle. A traceability matrix can also identify who requested or approved each requirement. Therefore, the project manager can use the traceability matrix to identify who requested the specific item that caused the regression test to fail12.

NEW QUESTION 133
During a stand-up meeting, a team member asks to include a change that an important stakeholder requested in the project board. This request is denied, and the team member has to go back to what was originally planned for the sprint. Which of the following individuals should the stakeholder have asked to request the change instead of the team member?

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

Answer: D

Explanation:
The product owner is the person who is responsible for managing the product backlog, which includes adding, removing, or changing items based on stakeholder feedback and business value. The product owner is also the one who can collaborate with the development team and the scrum master to decide if a change can be accommodated in the current sprint or deferred to a future sprint. Therefore, the stakeholder should have asked the product owner to request the change instead of the team member, who is not authorized to make changes to the sprint backlog12.

NEW QUESTION 138
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 140
A project team needs to understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. Which of the following artifacts would be the best to capture this information?

A. SWOT
B. Risk register
C. Project schedule
D. RAC

Answer: C

Explanation:
A project schedule is an artifact that shows the sequence, duration, and dependencies of the project activities, as well as the resources assigned to each activity. A project schedule helps the project team understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. A project schedule can also help monitor and control the project progress and performance1.

NEW QUESTION 145
Which of the following BEST illustrates how team members with different roles should interact on the team?

A. SOW
B. WBS
C. RACI
D. PERT

Answer: C

Explanation:
RACI is a tool that best illustrates how team members with different roles should interact on the team. RACI is an acronym that stands for responsible, accountable, consulted, and informed. RACI is a type of responsibility assignment matrix (RAM) that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI can help to improve communication, collaboration, and accountability among team members and avoid

confusion, duplication, or conflicts3

NEW QUESTION 148
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 151
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 156
A project team participates in a brainstorming session to define the guidance, direction, and approach for monitoring established procedures for developed products. Which of the following plans is the team creating?

A. Project transition
B. Project management
C. Project communications
D. Project quality assurance

Answer: D

Explanation:
 Project quality assurance is the process of ensuring that the project meets the quality standards and requirements defined by the stakeholders and the organization. It involves planning, implementing, and monitoring quality activities throughout the project life cycle. Project quality assurance is different from project quality control, which is the process of inspecting and testing the project deliverables and outputs to identify and correct defects. Project quality assurance is also different from project transition, which is the process of transferring the project deliverables and outputs to the end users or customers. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project objectives. Project communications is the process of planning, creating, distributing, and managing information among the project stakeholders. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Quality Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 8: Quality Management2

NEW QUESTION 159
By developing a project schedule, a PM has already validated the constraints, outlined the duration of the tasks and the phases, and confirmed the proper sequence and flow of the project. Which of the following activities still needs to be performed to complete the schedule?

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

Answer: D

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

NEW QUESTION 161
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 164
Which of the following is the best example of a breach of physical security?

A. System user IDs being used by multiple individuals
B. Printers that do not request user authentication
C. Developers having full access to both development and production environments
D. Project documentation that is only kept on a removable device

Answer: D

Explanation:
A breach of physical security is an unauthorized access or damage to physical assets, such as equipment, data, or personnel. Project documentation that is only kept on a removable device is the best example of a breach of physical security, because it exposes sensitive information to theft, loss, or corruption. If the removable device is not encrypted or protected, anyone who obtains it can access the project documentation and compromise the project integrity, confidentiality, or availability. Therefore, project documentation should be stored in a secure location, backed up regularly, and protected by access controls and encryption.
The other options are not examples of physical security breaches, but rather logical or administrative security breaches. System user IDs being used by multiple individuals is a violation of the principle of least privilege and accountability, which could lead to unauthorized access or misuse of system resources. Printers that do not request user authentication is a lack of proper access control, which could allow unauthorized printing or retrieval of confidential documents. Developers having full access to both development and production environments is a violation of the principle of separation of duties and environments, which could introduce errors, conflicts, or malicious code into the production system. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management2; Types of Security Breaches: Physical and Digital3

NEW QUESTION 167
A project manager has been scheduling and facilitating project meetings, scribing the minutes, distributing the minutes, and sending agendas prior to upcoming meetings. However, the project manager is frustrated because action items are not being completed. Which of the following should the project manager do to alleviate these concerns?

A. Use a software tool during the meeting that can create a transcript of what is discussed.
B. Have a standing agenda that is vague enough so that it can be used again.
C. Delegate the roles and responsibilities to improve meeting management.
D. Reprimand project team members for not completing assigned action items.

Answer: C

Explanation:
According to 6 Techniques for Running Project Management Meetings, one of the best practices for effective project meetings is to assign meeting roles to stay focused. By delegating the roles and responsibilities of facilitator, timekeeper, scribe, and presenter, the project manager can ensure that the meeting agenda is followed, the action items are recorded, and the outcomes are communicated. This can also increase the engagement and accountability of the project team members, and reduce the frustration of the project manager.

NEW QUESTION 171
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 173
While managing a project, a PM is assigned to work on a second project. The second project becomes more complex and monopolizes the PM's time. The PM learns that a similarly time-consuming project was executed previously in the organization. Which of the following actions should the PM take?

A. Perform a root cause analysis.
B. Organize a stakeholder meeting
C. Escalate the issue to the CCB
D. Contact the PMO for assistance.

Answer: D

Explanation:
The project manager should contact the project management office (PMO) for assistance after learning that a similarly time-consuming project was executed previously in the organization. A PMO is a department or group within an organization that provides centralized guidance, governance, standards, best practices, resources, and oversight for project management activities. A PMO can help the project manager by providing access to historical data, lessons learned, templates, tools, methodologies, and expertise from previous projects that can be useful for planning and executing the current project.

NEW QUESTION 176
A project team needs a tool to store information that is captured throughout the life cycle of a project. The information should be stored in a centralized location that is easily accessible to all stakeholders and will provide search functionality. Which of the following tools should be used?

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

Answer: D

Explanation:
A wiki knowledge base is a tool that allows the project team to store, organize, and share information that is captured throughout the life cycle of a project. A wiki knowledge base is stored in a centralized location that is easily accessible to all stakeholders via a web browser. A wiki knowledge base also provides search functionality that enables the users to find the information they need quickly and easily. A wiki knowledge base can help the project team to document the project requirements, scope, schedule, budget, quality, risks, issues, lessons learned, and best practices.
A wiki knowledge base is different from a secure folder, which is a tool that protects the files and folders from unauthorized access or modification. A secure folder may not be easily accessible to all stakeholders, and may not provide search functionality or collaboration features. A wiki knowledge base is also different from a real-time, multiauthoring editing software, which is a tool that allows the project team to create and edit documents simultaneously and synchronously. A real-time, multiauthoring editing software may not be suitable for storing large amounts of information, and may not provide the same level of organization and structure as a wiki knowledge base. A wiki knowledge base is also different from a digital whiteboard, which is a tool that allows the project team to brainstorm, visualize, and communicate ideas. A digital whiteboard is not designed for storing information, and may not provide the same level of search functionality or security as a wiki knowledge base. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Communications Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 3: Project Communications Management2; The 15 best collaboration tools for productive teams3

NEW QUESTION 178
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 183
During a brainstorming session, a project team is elaborating on what caused the unexpected crash of the website that the team was developing. Given the following:
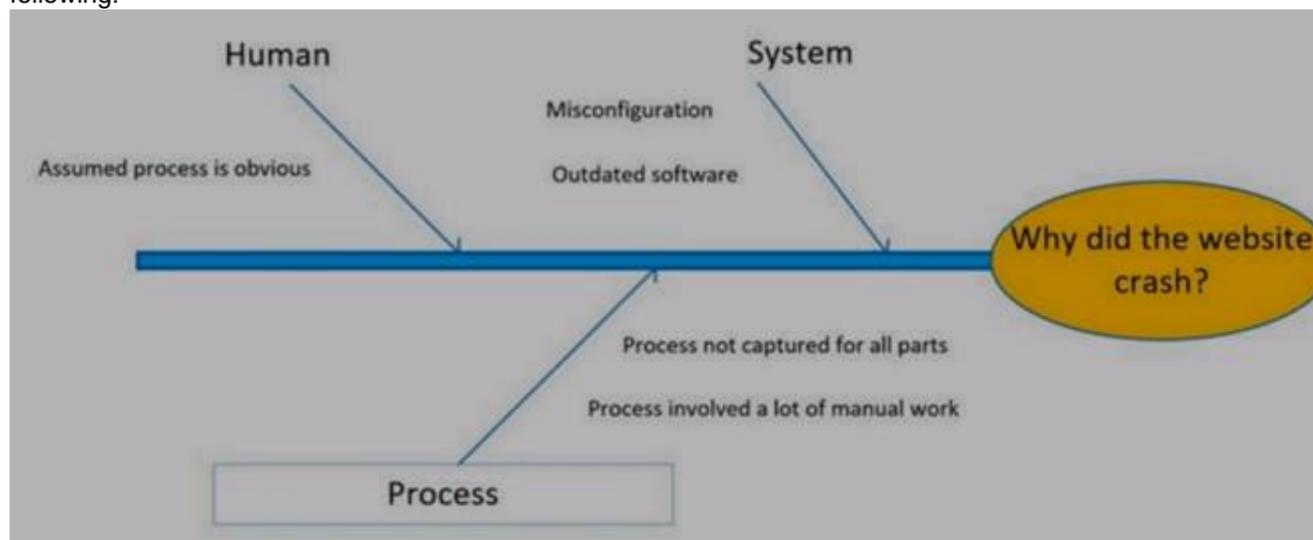
Which of the following was the initial cause of the issue?

A. Inadequate memory
B. Incorrect configuration
C. Lack of infrastructure
D. Inadequate instructions

Answer: B

Explanation:
 Incorrect configuration was the initial cause of the issue that caused the unexpected crash of the website that the team was developing. The diagram given is an example of a fishbone diagram or a cause-and-effect diagram that shows the possible causes of a problem or effect. The diagram has four main categories: people, process, technology, and environment. Each category has subcategories that list specific factors that may contribute to the problem or effect. The diagram shows that incorrect configuration under technology was marked as an initial cause of website crash.

NEW QUESTION 184
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 185
During the project initiation phase, a project team has been identified. Which of the following is the NEXT step for the project manager?

A. Determine budget constraints.
B. Validate the business case.
C. Update the project charter.
D. Create a project schedule

Answer: C

Explanation:
 Update the project charter. Updating the project charter would be the next step for the project manager after identifying the project team during the project initiation phase. A project charter is a document that formally authorizes a project and defines its purpose, scope, objectives, deliverables, milestones, roles and responsibilities, assumptions, constraints, risks, budget, and timeline. A project charter can help to align the expectations and interests of all stakeholders involved in a project and provide direction and guidance for planning and executing the project.

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 193
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 198
Two project team members are assigned to set up new work areas and are disagreeing about the placement of hardware and peripherals at the end users' desks. The requirements do not specify where to place the items, just what is needed in each space. Which of the following should the project manager do to resolve the

conflict?

A. Send out a survey to the potential end users to gather information about the best functional setup for work productivity.
B. Provide clear instructions based on personal preference and aesthetics for setup of the work areas.
C. Explain to team members that the placement of the items is not too important, as long as everything is connected and working.
D. Facilitate a meeting between team members to review the pros and cons of the different configurations so as to encourage an amicable solution.

Answer: D

Explanation:
This answer is based on the best practice of conflict resolution in project management, which is to use a collaborative or problem-solving approach that seeks a win- win outcome for all parties involved12. By facilitating a meeting, the project manager can help the team members communicate effectively, understand each other's perspectives, and find a mutually acceptable solution that meets the project requirements. This way, the project manager can also maintain team morale and cohesion, and avoid imposing a decision that may cause resentment or dissatisfaction among the team members3. References = CompTIA Project+ Certification Study Guide4, CompTIA Project+ Certification Exam Objectives5, How Do You Handle Conflict in Project Management?1, 7 Strategies for Conflict Resolution in Project Management2, The Conflict Resolution Skills Every Project Manager Needs3

NEW QUESTION 203
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 emphasizing the areas of agreement and minimizing the areas of difference. It is useful when the conflict is minor and the relationship between the parties is more important than the issue. Smoothing can help maintain harmony and avoid further escalation of the conflict1.

NEW QUESTION 207
Which of the following provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property?

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

Answer: C

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

NEW QUESTION 208
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 213
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 216
A hurricane delays the shipment of critical equipment for a project. Which of the following is BEST to use to document the effects of this delay?

A. Issue log
B. Gantt chart
C. Milestone chart
D. Change control log

Answer: D

Explanation:
The project manager should use a change control log to document the effects of the hurricane delay on the project. A change control log is a tool that records and tracks any changes that occur during the project lifecycle. It usually includes information such as change ID, description, impact, status, approval, and resolution. A change control log can help to monitor and manage the changes that affect the project scope, schedule, cost, quality, or resources and ensure that they are aligned with the project objectives and stakeholder expectations.

NEW QUESTION 218
During a brainstorming meeting, a project manager identifies multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals. Which of the following plans is the project manager creating?

A. Procurement
B. Communication
C. Quality assurance
D. Risk

Answer: C

Explanation:
The project manager is creating a quality assurance plan when identifying multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals during a brainstorming meeting. A quality assurance plan is a plan that defines and documents the standards, criteria, methods, activities, and tools for ensuring and verifying that the quality requirements and expectations of a project are met. A quality assurance plan can help to improve the quality of the project processes and deliverables and prevent or reduce defects or errors.

NEW QUESTION 220
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 222
A project team is working remotely from different locations across the country. As part of a lessons-learned exercise, the project manager would like to identify the level of engagement among project team members. Which of the following would be the best tool for the project manager to use?

A. Meeting chat
B. Email
C. Real-time survey
D. Whiteboard

Answer: C

Explanation:
A real-time survey is a tool that allows the project manager to collect feedback from the project team members in an interactive and timely manner. A real-time survey can measure the level of engagement, satisfaction, motivation, and performance of the team members, as well as identify any issues, challenges, or opportunities for improvement. A real-time survey can also increase the participation and collaboration of the team members, as they can see the results and comments of their peers instantly. A real-time survey is more effective than a meeting chat, an email, or a whiteboard, as it can reach a larger and more diverse audience, provide more structured and quantitative data, and avoid distractions and interruptions. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Closure, p. 367; The 9 best online survey apps in 2023 | Zapier

NEW QUESTION 226
SIMULATION

During the project execution phase, Ann, a project manager, received an email from the project sponsor asking for an additional work package to be added to the project scope due to new legislation.

INSTRUCTIONS

Review the email with the latest updates sent by the project sponsor and respond in the following order:

* 1. Select the best tool for tracking the server migration progress.
* 2. Select the new critical path.
* 3. Select the correct number of engineers required for the server migration phase.

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

Select the Appropriate Tool:

	Duration	3/9	3/10	3/11	3/12	3/13	3/14	3/15
Task 1	2	■	■					
Task 2	1			■				
Task 3	2				■	■		
Task 4	1						■	
Task 5	1							■
Task 6	1							■
Server Migration	2		■	■				

Select Server → Reset Server → Deploy Code → Server Migration → Validation
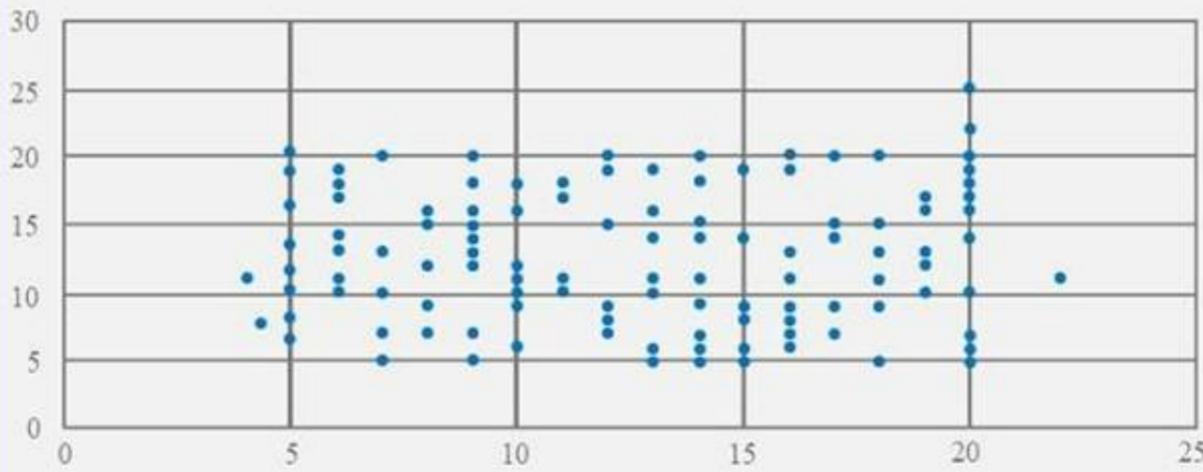
Select the new critical path. Option A

Option B

Task 1 → Task 2 → Server Migration → Task 3 → Task 6
Server Migration → Task 4 → Task 5
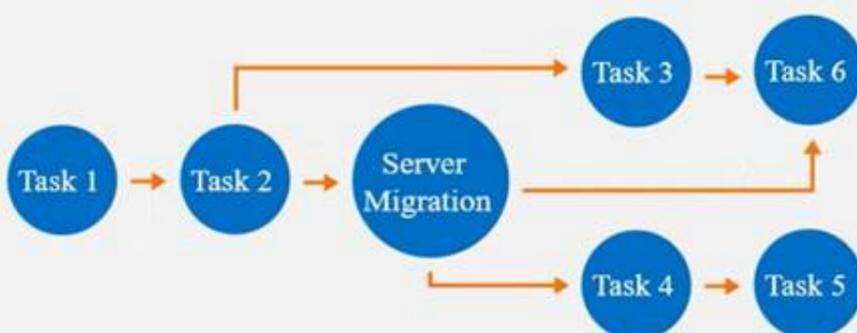
Option C
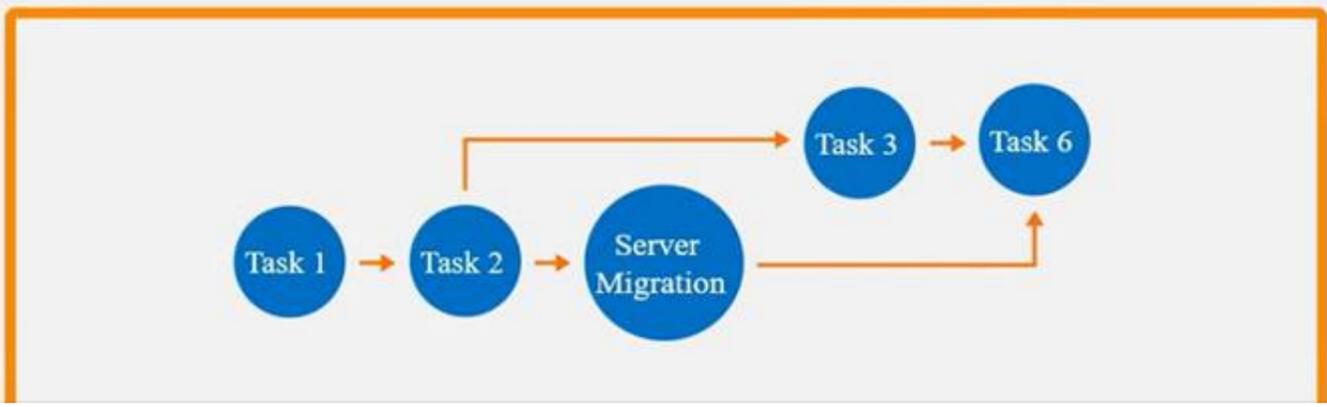
Sponsor Email

From: Projectsponsor@abc.com
To: Ann_pm@abc.com
Sent: Mon 3/8/2021 14:20
Subject: URGENT: Transformation project – Scope change – please read !

Hi Ann,

Due to new legislation in data protection regulation which will impact our "Transformation project", the following updates need to be considered:

- Server migration must be 100% complete prior to the last three tasks of the project.
- Based on a previous estimate, the migration will require 50% more engineers for this phase.
- The progress of the server migration must be monitored.

As the project manager for the "Transformation project", please take the proper actions.

Sorry for the inconvenience of sharing this in the middle of project execution.

Sincerely,

Joe
Project Sponsor
ABC Company, LLC
Projectsponsor@abc.com
555-555-5555

A. Mastered
B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 228
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 losses12.

NEW QUESTION 233
During the planning phase, a PM reviews the SOW from the contractor, grades the full-time equivalents' resumes, evaluates the titles and salaries, and estimates the number of hours for each milestone by full-time equivalents. The PM is most likely:

A. negotiating resources.
B. assigning resources.
C. assessing the resource pool.
D. adding resources to the schedule.

Answer: C

Explanation:
Assessing the resource pool is the process of identifying and evaluating the availability, skills, and costs of the resources needed for the project. The PM reviews the SOW from the contractor to understand the scope and requirements of the project, grades the full-time equivalents' resumes to determine their qualifications and suitability for the project, evaluates the titles and salaries to estimate the budget and allocation of the resources, and estimates the number of hours for each milestone by full-time equivalents to plan the schedule and workload of the project12.

NEW QUESTION 236
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 projects12

NEW QUESTION 238
Several stakeholders have declined the invitation for the kickoff of a major digital transformation protect. Which of the following actions should the project manager take NEXT?

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

Answer: A

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

NEW QUESTION 242
A project manager was not part of a contract negotiation. The project manager is concerned that stakeholders will expect the project to achieve deliverables requested in the RFP Which of the following documents should the project manager produce FIRST to start communication about the boundaries of the project?

A. Milestone chart
B. Work breakdown structure
C. Project charter
D. Detailed scope statement

Answer: C

Explanation:

The project manager should produce a project charter first to start communication about the boundaries of the project. A project charter is a document that formally authorizes a project and defines its high-level scope, objectives, assumptions, constraints, stakeholders, roles and responsibilities, and key deliverables. A project charter can help to communicate the project vision and expectations to all stakeholders and provide a basis for future project decisions23

NEW QUESTION 243

A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

A. Mitigate
B. Transfer
C. Accept
D. Share

Answer: A

Explanation:

The project manager has taken a risk mitigation approach by buying the item from another vendor who can supply it immediately. Risk mitigation is a strategy that involves reducing the probability and/or impact of a negative risk to an acceptable level. By purchasing the item from another vendor, the project manager has reduced the impact of the delay on the project schedule, even though it may have increased the project cost. Risk mitigation is different from risk transfer, which involves shifting the responsibility or burden of a risk to a third party, usually through a contract or insurance. Risk acceptance is a strategy that involves acknowledging the risk and being prepared to deal with its consequences. Risk sharing is a strategy that involves allocating some or all of the ownership of a risk to another party who is willing to take on that risk, usually for some form of incentive or reward. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management2

NEW QUESTION 244

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

B)

C)

D)
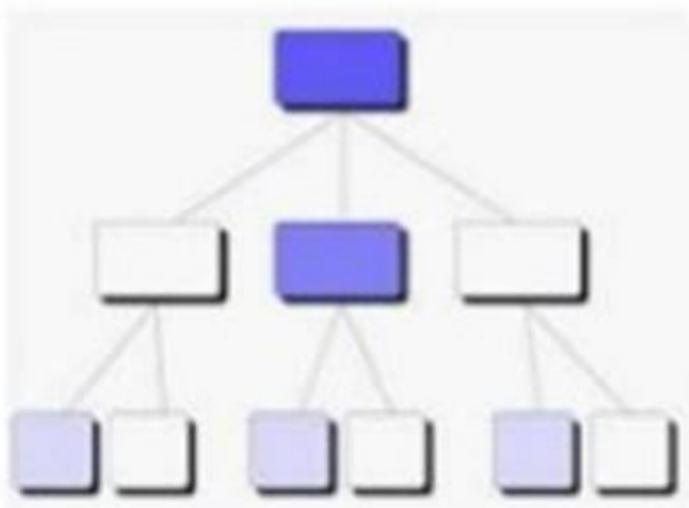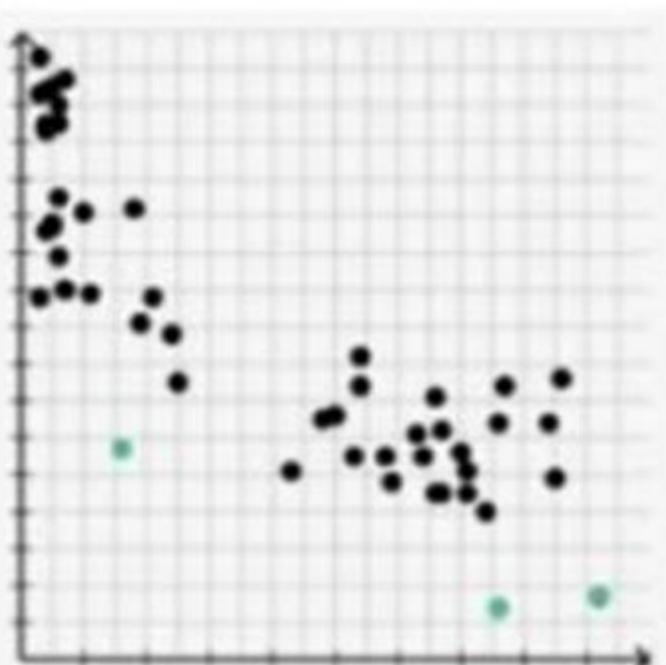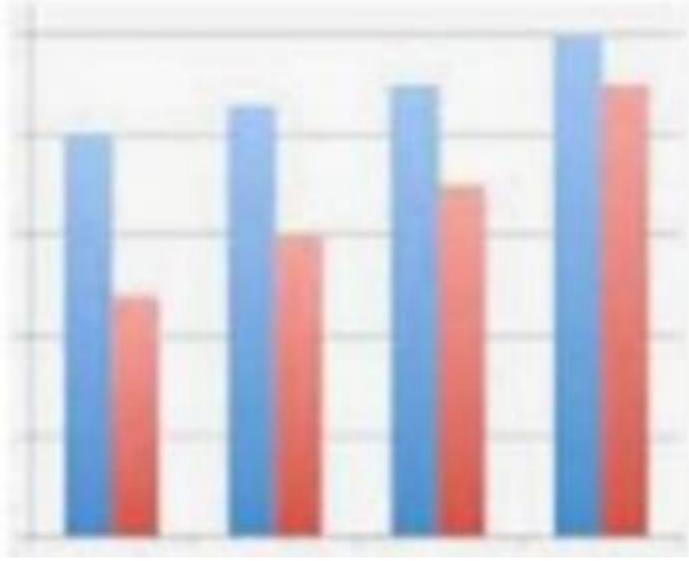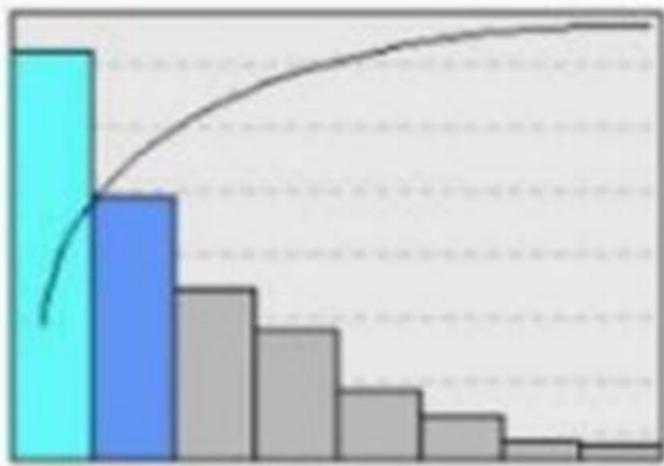
A. Option A
B. Option B
C. Option C
D. Option D

Answer: A

Explanation:
 Option A shows a cause and effect diagram, also known as a fishbone diagram or an Ishikawa diagram1. This is a tool that helps to identify and analyze the root causes of a problem by displaying the possible causes and effects in a graphical format2. A cause and effect diagram can help the project team to determine whether the particular cause and effect are related by using a systematic and logical approach, such as asking "why" questions or using the 5 Whys technique34. A cause and effect diagram is better
than the other options because:
? Option B shows a Gantt chart, which is a tool that helps to plan and track the tasks, dependencies, durations, and resources of a project along a timeline5. A Gantt chart does not focus on the causes and effects of a problem, but rather on the sequence and progress of the project activities.
? Option C shows a pie chart, which is a tool that helps to compare and visualize the proportions of different categories or segments of data6. A pie chart does not show the relationships between the causes and effects of a problem, but rather the distribution of the data values.
? Option D shows a scatter plot, which is a tool that helps to examine the correlation or association between two variables or sets of data7. A scatter plot does not show the causes and effects of a problem, but rather the pattern or trend of the data points.
References = CompTIA Project+ Certification Study Guide8, CompTIA Project+ Certification Exam Objectives9, Cause and Effect Diagrams for PMP1, Cause and Effect Analysis: Using Fishbone Diagram and 5 Whys2, How to Create a Cause and Effect Diagram3, How to Use Cause and Effect Analysis to Solve Business Problems4, What is a Gantt Chart?5, What is a Pie Chart?6, What is a Scatter Plot?7

NEW QUESTION 245
A critical business initiative introduced new processes and technology to the organization. Which of the following approaches should be used to ensure the deliverables are increasingly adopted and leveraged by the organization over time?

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

Answer: D

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

NEW QUESTION 247
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 250
In the initiation phase, a PM is reviewing the objectives, the high-level requirements, the success criteria, and the budget resources. Which of the following action items will benefit from this analysis?

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

Answer: B

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

NEW QUESTION 253
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