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Exam Name: CompTIA Project+



Exam A

QUESTION 1

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

Correct Answer: D

Section:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, p. 263.

QUESTION 2

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

Correct Answer: C

Section:

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 plan. Reference = CompTIA Project+ PK0-005 Certification Study Guide,

QUESTION 3

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

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

Correct Answer: B

Section:

Explanation:

Before starting a new project that involves personal data, the project manager should first understand the relevant privacy regulations that apply to the data subjects, the data controllers, and the data processors. These

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

QUESTION 4

During the execution phase of a project, team members have been constantly disagreeing about the tasks they have been assigned. Which of the following is most likely the reason they are disagreeing?

- A. Some work packages are missing from the WBS.
- B. Information is missing from the RACI matrix.
- C. New knowledge bases were introduced.
- D. Team touch points are missing.

Correct Answer: B

Section:

Explanation:

A RACI matrix clarifies roles and responsibilities for tasks, reducing confusion and disagreements among team members. Missing or incomplete information in the RACI matrix could lead to disputes, as it is a key tool for accountability in project management per CompTIA Project+.

QUESTION 5

A team currently has a schedule for each sprint that changes after every iteration. The team wants to set up a repeatable schedule that would create a consistent flow of tasks and deliverables after each iteration. Which of the following should be established to best meet this goal?

- A. Task log
- B. Cadence
- C. Milestones
- D. Work breakdown structure



Correct Answer: B

Section:

Explanation:

Establishing a cadence means setting a consistent schedule for iterations, enhancing predictability and efficiency in agile environments. This aligns with CompTIA Project+ recommendations for establishing a rhythm in project cycles.

QUESTION 6

Which of the following statements best represents a network issue?

- A. The development team on the fourth floor is unable to access servers and email services.
- B. Cell phones served by a specific telecom company are getting a 'no service' message.
- C. A user cannot connect to Wi-Fi because of a wrong ID or password.
- D. A user is receiving an automatic reply message saying that an email address does not exist.

Correct Answer: A

Section:

Explanation:

Network issues often prevent users from accessing essential resources like servers and email services. The development team's inability to access these services suggests a network issue, consistent with CompTIA Project+ knowledge of IT infrastructure management.

QUESTION 7

A project manager is starting a new project for an international supplier. Which of the following is the first step the project manager should take to initiate the project?

- A. Identify project risks and plans to address them.
- B. Identify business needs and product descriptions.
- C. Create a work breakdown structure for the project.
- D. Create a work schedule for the project team to follow.

Correct Answer: B

Section:

Explanation:

Identifying business needs and product descriptions is a crucial first step in project initiation, as it defines the project's purpose and scope. This step is in line with CompTIA Project+ practices for understanding and documenting project requirements.

QUESTION 8

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

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

Correct Answer: D

Section:

Explanation:

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

QUESTION 9

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.

Correct Answer: C

Section:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Communication and Change Management, p. 97-98.



QUESTION 10

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

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

Correct Answer: C

Section:

Explanation:

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

QUESTION 11

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

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

Correct Answer: D

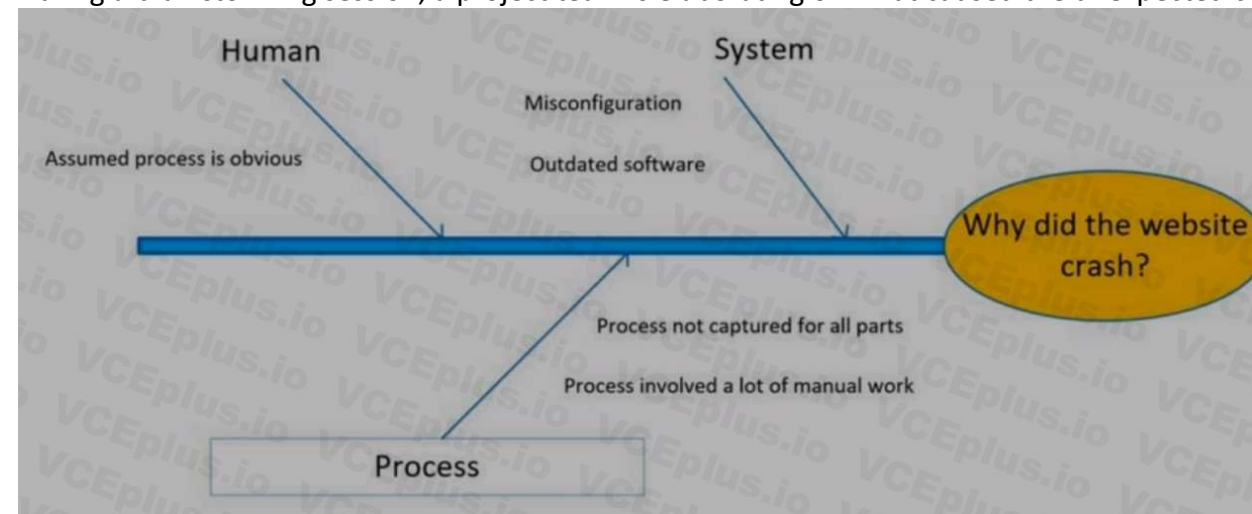
Section:

Explanation:

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

QUESTION 12

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

Correct Answer: B

Section:

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.

QUESTION 13

Which of the following describes three-tier architecture?

- A. Conceptual, design, and implementation stages
- B. Presentation, application, and data processing
- C. Network, software, and security
- D. Development, testing, and production environment

Correct Answer: B

Section:

Explanation:

Presentation, application, and data processing. Presentation, application, and data processing are the three logical and physical computing tiers that make up a three-tier architecture. A three-tier architecture is a type of software architecture that separates an application into three layers or tiers that run on different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. The presentation tier is the user interface and communication layer of the application, where the end user interacts with the application. The application tier is the logic or middle tier of the application, where data is processed using business rules. The data processing tier is the data or back-end tier of the application, where data is stored and managed¹²

QUESTION 14

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.

Correct Answer: D

Section:

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.

QUESTION 15

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

Correct Answer: A

Section:

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 preferences.

QUESTION 16

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

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

Correct Answer: B, E

Section:

Explanation:

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

QUESTION 17

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

Correct Answer: D

Section:

Explanation:

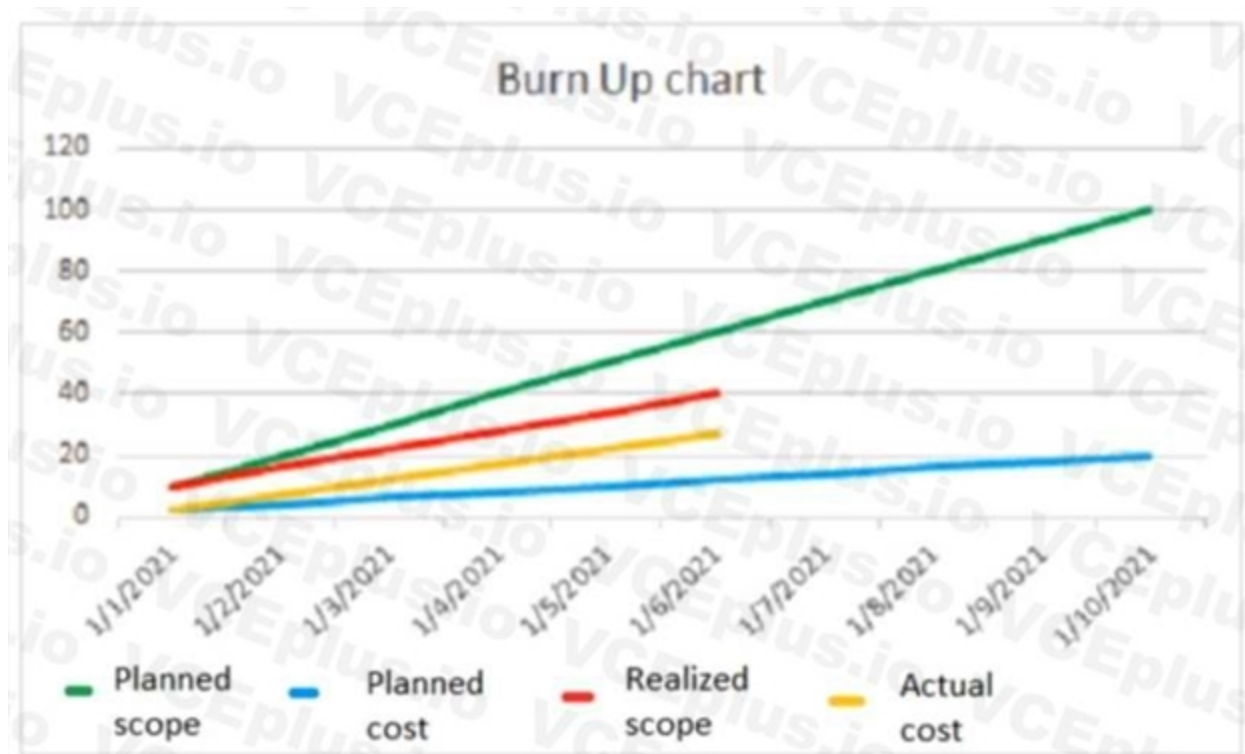
Monthly feedback and training sessions are the best approach to ensure that the deliverables of a critical business initiative are increasingly adopted and leveraged by the organization over time.

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.

QUESTION 18

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



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

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

Correct Answer: A

Section:

Explanation:

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

QUESTION 19

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

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

Correct Answer: D

Section:

Explanation:

Multiple undefined tasks would favor using the agile methodology to manage an upcoming project. Agile methodology is a project management framework that breaks projects down into several dynamic phases, commonly known as sprints. Agile methodology is an iterative and adaptive approach that allows teams to respond to changing requirements and customer feedback quickly and effectively. Agile methodology is suitable for projects that



have multiple undefined tasks, as it enables teams to prioritize and deliver the most valuable features first, and refine and improve them over time based on user input and testing¹²

QUESTION 20

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

Correct Answer: D

Section:

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.

QUESTION 21

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 timeconsuming 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.

Correct Answer: D

Section:

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.

QUESTION 22

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.

Correct Answer: B

Section:

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.

QUESTION 23

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

- A. SDLC
- B. Scrum
- C. PRINCE2
- D. Waterfall

Correct Answer: B

Section:

Explanation:

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

QUESTION 24

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

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

Correct Answer: B

Section:

Explanation:

Customer relationship management (CRM) software would be the best to use to store information related to business transactions. CRM software is a type of software that helps businesses manage their interactions and relationships with current and potential customers. CRM software can store and organize information such as customer contact details, purchase history, preferences, feedback, complaints, etc. CRM software can help businesses improve customer service, satisfaction, loyalty, retention, and revenue¹

QUESTION 25

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.

Correct Answer: A

Section:

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.

QUESTION 26

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

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

Correct Answer: B

Section:

Explanation:

The statement of work (SOW) would be the next document that a project manager should update once the need to procure goods and/or services is identified. A SOW is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. A SOW typically includes information such as purpose, scope of work, location of work, period of performance, deliverables schedule, applicable standards, acceptance criteria, special requirements, and payment schedule. A SOW can help to establish a common understanding and agreement between the client and the service provider on what needs to be done and how it will be done.

QUESTION 27

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.

Correct Answer: C

Section:

Explanation:

Reviewing the Gantt chart weekly with the team would be the most effective step for the project manager to take to ensure clarity within the team after receiving feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. Reviewing the Gantt chart weekly with the team can help to clarify their roles and responsibilities, assign tasks and deadlines, track and report their status and performance, identify and resolve any issues or risks, and keep them aligned and engaged with the project goals.VVVVVVVVVVVVVVV

QUESTION 28

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.

Correct Answer: A

Section:

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.

QUESTION 29

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

Correct Answer: C

Section:

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

QUESTION 30

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

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

Correct Answer: A

Section:

Explanation:

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

QUESTION 31

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

- A. Risk report
- B. Defect log
- C. Issue log

- D. Backlog
- E. Change log
- F. Progress report

Correct Answer: C, E

Section:

Explanation:

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

QUESTION 32

A project implementation partner and the project manager disagree about completed requirements.

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

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

Correct Answer: A

Section:

Explanation:

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

QUESTION 33

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

Correct Answer: C

Section:

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.

QUESTION 34

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

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

Correct Answer: A

Section:

Explanation:

Scope creep is most likely happening when a key stakeholder recommends to a senior developer that a new feature be added that is not part of the current requirement documentation. Scope creep is a term that refers to the uncontrolled expansion or change of a project's scope beyond its original boundaries or objectives. Scope creep can happen due to various reasons, such as changing customer demands, unclear or incomplete requirements, poor communication, lack of change control, or stakeholder interference. Scope creep can have negative impacts on a project, such as delays, cost overruns, quality issues, or reduced customer satisfaction¹²

QUESTION 35

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

Correct Answer: C

Section:

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

QUESTION 36

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

Correct Answer: D

Section:

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.

QUESTION 37

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

Correct Answer: C

Section:

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.

QUESTION 38

A project manager needs to update the project sponsor and senior stakeholders about the progress of a project. Which of the following tools will the project manager MOST likely use?

- A. Dashboard
- B. Gantt chart
- C. Work breakdown structure
- D. Requirements Traceability Matrix

Correct Answer: A

Section:

Explanation:

A dashboard is a tool that the project manager will most likely use to update the project sponsor and senior stakeholders about the progress of a project. A dashboard is a graphical tool that displays key performance indicators (KPIs), metrics, and data related to a project using charts, graphs, tables, or other visual elements. A dashboard can help to provide a quick and easy overview of the project status and performance and highlight any issues or risks that need attention.

QUESTION 39

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

Correct Answer: C

Section:

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.

QUESTION 40

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

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

D. Revise the baseline of the project plan by adding the new requirements.

Correct Answer: B

Section:

Explanation:

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

QUESTION 41

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

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

Correct Answer: D

Section:

Explanation:

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

QUESTION 42

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

Correct Answer: C

Section:

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.

QUESTION 43

A PM learns about some communication issues with different stakeholders and team members.

Which of the following should the PM do NEXT?

- A. Escalate the communication issues.
- B. Implement a communication platform.

- C. Review the communication plan.
- D. Talk with the head of the PMO.

Correct Answer: C

Section:

Explanation:

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

QUESTION 44

An organization was fined due to an audit finding that revealed a third-party vendor was able to see secured project information in a recently implemented system. Which of the following was the cause of this situation?

- A. The ticket system provided access by default without any approval.
- B. The project manager did not perform proper project planning.
- C. The system is lacking proper access controls.
- D. Sensitive data was incorrectly classified during the audit process.

Correct Answer: C

Section:

Explanation:

The system is lacking proper access controls if a third-party vendor was able to see secured project information in a recently implemented system that resulted in a fine for the organization. Access controls are security mechanisms that regulate who or what can view, use, or modify data or resources in a system or network. Access controls typically involve authentication and authorization processes that verify the identity and permissions of users or devices before granting them access. Access controls can help to protect data confidentiality, integrity, and availability and prevent unauthorized access, misuse, or theft¹²

QUESTION 45

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

Correct Answer: B

Section:

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

QUESTION 46

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

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

Correct Answer: A

Section:

Explanation:

The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver.

Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

QUESTION 47

Which of the following is a test that is done on an existing system to ensure the previous functionality still works after a change has been made?

- A. Smoke testing
- B. Regression testing
- C. Unit testing
- D. User acceptance testing

Correct Answer: B

Section:

Explanation:

Regression testing is a type of testing that is done on an existing system to ensure that the previous functionality still works after a change has been made. Regression testing is a process of retesting or verifying that a software system or application still performs as expected after it has been modified or updated with new features, bug fixes, patches, etc. Regression testing can help to detect any errors or defects that may have been introduced by the change and ensure that no functionality has been broken or degraded.



QUESTION 48

To gather requirements from stakeholders, the project manager sits down with them and allows them to discuss freely. Which a following technique is the project manager utilizing?

- A. Process moving
- B. Brainstorming
- C. Interview
- D. Focus group

Correct Answer: D

Section:

Explanation:

A focus group is a technique that involves bringing together a group of stakeholders and facilitating a discussion to elicit their opinions, needs, and expectations about the project. This technique can help to gather requirements from stakeholders in an interactive and collaborative way¹, p. 67

QUESTION 49

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

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

Correct Answer: D

Section:

Explanation:

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

QUESTION 50

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

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

Correct Answer: A

Section:

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

QUESTION 51

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

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

Correct Answer: A

Section:

QUESTION 52

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

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

Correct Answer: A, D

Section:

Explanation:

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

QUESTION 53

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

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

Correct Answer: B

Section:

Explanation:

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

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

QUESTION 54

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

Correct Answer: C

Section:

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. Reference=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.

QUESTION 55

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

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

Correct Answer: C

Section:**Explanation:**

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

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

QUESTION 56

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

Correct Answer: C

Section:**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. Reference=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.

QUESTION 57

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.

Correct Answer: D

Section:**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.

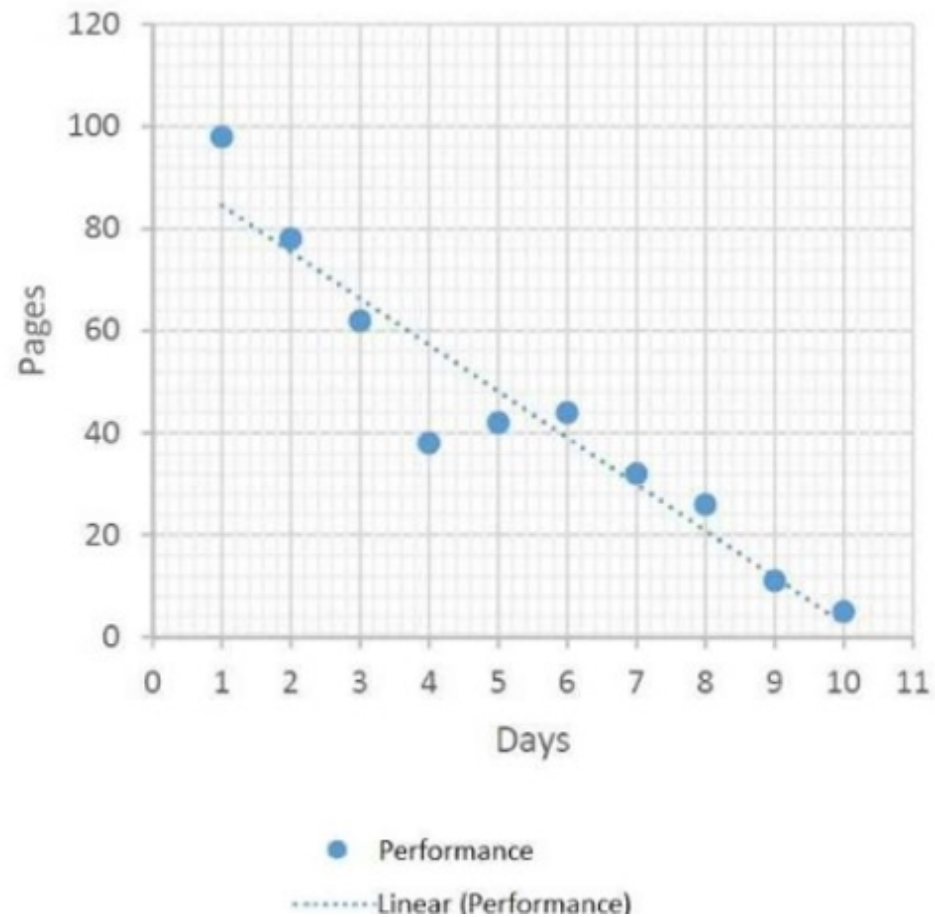
Getting the maintenance team to resolve the issue may not be possible, depending on the nature and extent of the malfunction, the skills and availability of the maintenance team, and the warranty or service contract of the equipment. It may also take time and resources to diagnose and fix the problem,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

Reference= 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

QUESTION 58

A project team member wrote a user guide over the past ten days. Given the following scatter diagram.



Which of the following can be formally conducted?

- A. The team member prioritized other tasks over the completion of this task
- B. The team member had performance issues over time.
- C. There is a negative correlation between time and output
- D. This is a display of units of outstanding work to predict completion

Correct Answer: C

Section:

Explanation:

The scatter diagram shows a clear negative correlation between time (days) and output (pages), meaning as time progresses, the number of pages completed decreases. This is evident from the downward trend of the plotted points on the graph. Reference= CompTIA Project+ Certification Study Guide, Chapter 3: Project Execution, page 130; CompTIA Project+ Certification Exam Objectives, Domain 3.0: Project Execution, Objective 3.3: Analyze project performance by using appropriate tools and techniques, Sub-objective 3.3.2: Given a scenario, interpret the results of data analysis using appropriate tools and techniques, Knowledge of: Scatter diagrams.

QUESTION 59

Because the project team lacks hands-on experience, the project manager has decided to involve a third-party vendor to complete the development of a product. Which of the following documents should the project manager expedite first?

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



Correct Answer: B

Section:

Explanation:

When a project team lacks hands-on experience and decides to involve a third-party vendor for product development, the first document to expedite is a Request for Proposal (RFP). An RFP outlines the project requirements and asks potential vendors to submit proposals detailing how they would meet those requirements and at what cost. This allows the project manager to evaluate the capabilities and offerings of different vendors before making a decision.

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

QUESTION 60

Which of the following metrics BEST 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

Correct Answer: B

Section:

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 strategy. Reference=Performance Measurement Guide for Information Security, Section 3.2.3, page 16; Key Performance Indicators for Security Governance, Part 1, Section 3, page 3.

QUESTION 61

A project team is working on a document to precisely describe the success criteria that should be fulfilled by a product. Which of the following documents is the team preparing?

- A. Project scope
- B. Quality plan
- C. Contract obligations
- D. Work breakdown structure

Correct Answer: A

Section:

Explanation:

The project scope is the document that defines and describes the project objectives, deliverables, requirements, boundaries, assumptions, and constraints. It also includes the success criteria that should be fulfilled by the product or service to meet the stakeholder expectations and the business case. The success criteria are the measurable standards that indicate whether the project has achieved its intended results. The other options are not correct because:

A quality plan is the document that defines and describes the quality standards, policies, procedures, tools, and techniques that will be applied to the project to ensure that the deliverables meet the requirements and the success criteria.

Contract obligations are the terms and conditions that bind the parties involved in a contractual agreement, such as the project manager, the customer, the sponsor, and the vendor. Contract obligations specify the roles, responsibilities, deliverables, payments, and penalties of each party.

A work breakdown structure (WBS) is a graphical representation of the project scope that breaks down the deliverables into smaller and manageable components. A WBS shows the hierarchy and relationship of the project elements, but does not include the success criteria. Reference=CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), pages 175-179; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Given a scenario, create a project charter and project management plan.

QUESTION 62

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.

Correct Answer: C

Section:

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.

QUESTION 63

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

Correct Answer: A

Section:

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. Reference=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.

QUESTION 64

How does data discovery assist with data classification'?

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

Correct Answer: A

Section:

Explanation:

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

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

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

Optimize the data storage, access, and governance policies and practices⁹¹⁰.

Reference= CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Data Discovery and Classification?¹, Data Discovery and Classification: Working Hand in Hand², Why Data Discovery and Classification are Important³, Data Discovery & Classification⁴, Data Discovery and Classification: The First Step to Data Security⁵, Data Discovery and Classification: A Key Component of Data Protection⁶, Data Discovery and Classification: The Foundation of Data Quality⁷, Data Discovery and Classification: The Key to Data Governance⁸, Data Discovery and Classification: The Essential Step to Data Optimization⁹, Data Discovery and

QUESTION 65

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

Correct Answer: D

Section:

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.

QUESTION 66

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



Correct Answer: C

Section:

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.

QUESTION 67

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

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

Correct Answer: C

Section:

Explanation:

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

QUESTION 68

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

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

Correct Answer: A

Section:

Explanation:

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

QUESTION 69

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.

Correct Answer: C

Section:

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.

QUESTION 70

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

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

Correct Answer: B

Section:

Explanation:

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

QUESTION 71

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

Correct Answer: D

Section:

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.

QUESTION 72

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

Correct Answer: A, C

Section:

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.

QUESTION 73

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

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

Correct Answer: C

Section:

Explanation:



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

QUESTION 74

Which of the following tools is best to use when conducting project meetings across time zones?

- A. Text
- B. Calendaring tools
- C. Videoconference
- D. Email

Correct Answer: C

Section:

Explanation:

Videoconference is the best tool to use when conducting project meetings across time zones, as it allows real-time communication, visual cues, screen sharing, and collaboration among the participants. Videoconference can also help build rapport and trust among the team members, and reduce the risk of misunderstandings or miscommunication. Videoconference tools such as Zoom, Skype, or Google Meet can also accommodate different time zones by showing the local time of each participant and allowing them to schedule meetings in advance¹².

QUESTION 75

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

Correct Answer: D

Section:

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.

QUESTION 76

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

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

Correct Answer: D

Section:

Explanation:

The program manager should schedule a call with the vendor PM and vendor executive to review the statement of work (SOW), which is a document that defines the scope, deliverables, timeline, quality, and payment terms of the project. The program manager should clarify the expectations and criteria for user acceptance testing (UAT), which is a process of verifying that the system meets the user's requirements and expectations. The program



manager should also discuss the reasons for the UAT failure and the corrective actions needed to resolve the issues. The program manager should not approve the invoice until the UAT is successfully completed, as this would compromise the quality and value of the project. The program manager should also not escalate the issue or work on a compromise without first reviewing the SOW and communicating with the vendor¹².

QUESTION 77

In order to complete a major project deliverable, very specialized resources are required for some tasks. The PM failed to take into consideration during planning that the required resources would be available for fewer hours than required. Which of the following should the PM do first to make schedule changes?

- A. Add a new risk.
- B. Perform an impact analysis.
- C. Escalate to the sponsor.
- D. Raise a change request.

Correct Answer: B

Section:

Explanation:

According to A Guide To Schedule Updating in Project Management, one of the best practices for effective schedule updating is to perform an impact analysis before making any changes to the schedule. An impact analysis helps the project manager to assess the effects of the change on the project scope, cost, quality, risk, and stakeholder expectations. It also helps to identify the best options for resolving the issue and minimizing the negative impacts. By performing an impact analysis first, the project manager can make informed decisions and communicate them clearly to the project team and stakeholders.

QUESTION 78

Which of the following is a capital expense?

- A. Building lease
- B. Building purchase
- C. Building maintenance
- D. Building insurance

Correct Answer: B

Section:

Explanation:

A capital expense is the cost of acquiring or making improvements to fixed assets that have a useful life of more than one year¹. A building purchase is an example of a capital expense, as it is a long-term investment that increases the value of the company's assets². Building lease, maintenance, and insurance are not capital expenses, as they are recurring or short-term costs that do not increase the value of the company's assets³.

QUESTION 79

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

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

Correct Answer: B

Section:

Explanation:

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

QUESTION 80



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

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

Correct Answer: C

Section:

Explanation:

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

QUESTION 81

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.

Correct Answer: B

Section:

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.

QUESTION 82

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.

Correct Answer: B

Section:

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.

QUESTION 83

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

Correct Answer: C

Section:

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.

QUESTION 84

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

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

Correct Answer: B

Section:

Explanation:

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

QUESTION 85

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

Correct Answer: B

Section:

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.

QUESTION 86

Which of the following is required to provide a hardware installation with a Tier 5 redundancy level?

- A. Storage project
- B. Computer services project
- C. Database project
- D. Multitiered architecture project

Correct Answer: D

Section:

Explanation:

A multitiered architecture project is a type of project that involves designing and implementing a system that consists of multiple layers or tiers, such as presentation, application, and data. A multitiered architecture project can provide a high level of redundancy, scalability, and performance, as each tier can have multiple servers or components that can handle requests and failures independently. A Tier 5 redundancy level is the highest level of redundancy that requires a fully redundant, mirrored system plus one additional backup unit for every component¹².

QUESTION 87

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

Correct Answer: D

Section:

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.

QUESTION 88

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.

Correct Answer: C

Section:

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.

QUESTION 89

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

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

Correct Answer: A

Section:**Explanation:**

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

QUESTION 90

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.

Correct Answer: D

Section:**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.

QUESTION 91

A team is working on a project that has different stages, such as initiation, planning, execution, and closure. Which of the following is this an example of?

- A. Agile
- B. Waterfall
- C. Standard
- D. Hybrid

Correct Answer: B

Section:**Explanation:**

The waterfall methodology is a project management framework that follows a linear and sequential process, where each stage of the project must be completed before moving on to the next one. The stages of the waterfall model are initiation, planning, execution, and closure, as described in the question¹².

QUESTION 92

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

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

Correct Answer: A

Section:**Explanation:**

Informal communication is a type of communication that is casual, spontaneous, and unstructured. It does not follow any predefined rules, protocols, or formats. Examples of informal communication include email, phone

calls, conversations in the hallway, and impromptu meetings¹². The sponsor is using informal communication to communicate with the team, as these methods are convenient, flexible, and personal. However, informal communication may also have some drawbacks, such as lack of documentation, inconsistency, and potential for misunderstanding³. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations⁴.

QUESTION 93

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

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

Correct Answer: A

Section:

Explanation:

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

QUESTION 94

Project stakeholders have asked the team to use Scrum to run a software implementation project. Which of the following is most likely to take place during a Scrum ceremony?

- A. Reviewing project blockers
- B. Defining roles and responsibilities
- C. Establishing a project schedule
- D. Determining a project budget



Correct Answer: A

Section:

Explanation:

According to Four agile ceremonies, demystified, one of the Scrum ceremonies is the daily stand-up, which is a short meeting to discuss progress and identify blockers. Blockers are any issues or impediments that prevent the team from completing their tasks or achieving their goals. Reviewing project blockers during the daily stand-up helps the team to resolve them quickly, collaborate effectively, and stay on track¹. The other options are not likely to take place during a Scrum ceremony, as they are either part of the initial project planning or outside the scope of Scrum.

QUESTION 95

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

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

Correct Answer: A

Section:

Explanation:

Removing access means revoking the contractor's permissions to access the project data, systems, and devices after the project is closed. This is a crucial security measure to prevent unauthorized access, misuse, or theft of sensitive data by external parties. Closing contracts, project sign-off, and project evaluation are important steps in the project closure process, but they do not necessarily prevent data theft by themselves. They may involve

formal agreements, documentation, and feedback, but they do not address the technical aspects of data security. Reference = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 14: Closing the Project, page 3771; 9 Ways to Prevent Third-Party Data Breaches in 2023; 3 Ways to Prevent Data Theft by Contractors

QUESTION 96

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

Correct Answer: B, D, F

Section:

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 are:

* 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.

Reference = CompTIA Project+ PK0-005 Certification

QUESTION 97

A project team selected a random sample of patient accounts for testing the deliverable. The data was masked since it contained patient names. Which of the following describes this type of data?

- A. Confidential information
- B. Protected health information
- C. Personally identifiable information
- D. Security clearance

Correct Answer: C

Section:

Explanation:

Personally identifiable information (PII) is any data that can be used to identify, contact, or locate a specific individual, either alone or combined with other sources. PII includes information such as name, address, phone number, email address, social security number, etc. Patient names are examples of PII, and therefore the data that contains them should be masked or anonymized to protect the privacy and security of the patients.

Confidential information, protected health information, and security clearance are not types of data, but rather categories or levels of data sensitivity that may require different degrees of protection or access control.

Reference = CompTIA Project+ Study Guide, Chapter 3: Project Planning, Section 3.4: Data Privacy and Security, p. 121; Patient Data: Types, Uses & Hospital Patient Databases; What is Patient Data and Why Is It Important?; Chapter 1 - Registrar Playbook

QUESTION 98

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.

Correct Answer: A

Section:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 10: Executing the Project, page 2431; Dealing with delays - Project Management Institute2

QUESTION 99

A PM is meeting with the project team to identify the baseline go-live date, the operational training, and the handoff procedures. Which of the following phases is the project team performing?

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

Correct Answer: B

Section:

Explanation:

The closing phase is when the project manager and the team finalize the project, deliver the outcomes to the customer, obtain formal acceptance, conduct lessons learned, and hand over the project to the operations team. Identifying the baseline go-live date, the operational training, and the handoff procedures are part of the closing activities that ensure a smooth transition and closure of the project. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing Projects, p. 333-334.

QUESTION 100

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

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

Correct Answer: D

Section:

Explanation:

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

QUESTION 101

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

- A. Record management system
- B. Customer relationship management

- C. Enterprise resource planning
- D. Content management system

Correct Answer: C

Section:

Explanation:

Enterprise resource planning (ERP) software is a type of software that integrates various business functions and processes, such as accounting, finance, inventory, sales, purchasing, human resources, and more. ERP software helps businesses store, organize, and manage information related to business transactions, such as invoices, payments, orders, receipts, and reports. ERP software also provides real-time data analysis, reporting, and forecasting capabilities¹².

QUESTION 102

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

Correct Answer: C

Section:

Explanation:

Smoothing is a conflict resolution technique where the project manager emphasizes areas of agreement and downplays the areas of difference. By focusing on common ground and minimizing the importance of the conflicting points, the project manager aims to reduce the tension and encourage cooperation among team members. This approach is often used for minor disagreements where maintaining harmony is more important than resolving the conflict itself.

QUESTION 103

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

Correct Answer: D

Section:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope

QUESTION 104

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

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

Correct Answer: A

Section:

Explanation:

The project manager should ask the developer to create a change request, which is a formal document that describes the proposed change, its benefits, costs, risks, and impacts on the project scope, schedule, budget, and quality. A change request is the first step in the change control process, which involves evaluating, approving, or rejecting changes to the project baselines. The project manager should not do nothing, because ignoring the recommendation could result in poor performance and customer dissatisfaction. The project manager should not ask the developer to implement the recommendation without following the change control process, because that could cause scope creep, which is the uncontrolled expansion of the project scope without proper authorization or adjustment of the project resources and objectives. The project manager should not communicate the change status before the change request is submitted and approved, because that could create confusion and false expectations among the project stakeholders. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management2; What is a Change Request and How to Manage It3

QUESTION 105

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

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

Correct Answer: C

Section:

Explanation:

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

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

QUESTION 106

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

Correct Answer: B

Section:

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. Reference = 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

QUESTION 107

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

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

Correct Answer: B

Section:

Explanation:

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

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

QUESTION 108

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

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

Correct Answer: B

Section:

Explanation:

Operational security is the process of identifying, protecting, and controlling sensitive information and activities from unauthorized access or disclosure. Operational security includes background screenings for personnel who need to access classified or restricted information or resources, as well as implementing policies and procedures to prevent leaks, breaches, or espionage. Operational security is essential for government projects that involve national security, defense, intelligence, or law enforcement.

Operational security is different from data security, which is the process of safeguarding data from unauthorized access, use, modification, or destruction. Data security includes encryption, authentication, authorization, backup, and recovery of data. Operational security is also different from physical security, which is the process of securing physical assets, such as equipment, data, or personnel, from unauthorized access or damage. Physical

security includes locks, alarms, cameras, guards, and fences. Operational security is also different from digital security, which is the process of protecting digital devices, networks, and systems from cyberattacks, malware, or hacking. Digital security includes firewalls, antivirus, VPN, and passwords. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management²; What is Operational Security (OPSEC)?³

QUESTION 109

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

Correct Answer: D

Section:

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. Reference = 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

QUESTION 110

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

Correct Answer: D

Section:

Explanation:

SaaS, or Software as a Service, is a type of cloud computing that provides ready-to-use software applications over the internet. The software is hosted and managed by the service provider, and the users do not have to install, update, or maintain it. SaaS is suitable for the global franchise because it can provide a unified solution that can be accessed from anywhere, anytime, and on any device. SaaS can also provide real-time operation reports without requiring the intervention of the country franchise managers. SaaS can offer benefits such as scalability, flexibility, cost-effectiveness, and security for the global franchise¹²³. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Types of Cloud Computing - SaaS vs PaaS vs IaaS - AWS; What are the different types of cloud computing? | Google Cloud; IaaS vs. PaaS vs. SaaS | IBM

QUESTION 111

A project sponsor would like to develop a minimum viable product, but the requirements are not well defined. Which of the following should the project sponsor use?

- A. Rational Unified Process

- B. Waterfall
- C. Agile
- D. DevOps

Correct Answer: C

Section:

Explanation:

Agile is a methodology that emphasizes iterative and incremental development, customer collaboration, and responsiveness to change. Agile is suitable for developing a minimum viable product (MVP), which is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development. Agile allows the project sponsor to deliver an MVP quickly and test it with real users, and then adapt the product based on the feedback and changing requirements. Agile also reduces the risk of wasting time and resources on a product that does not meet the customer's needs or expectations¹²³. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 2: Project Methodologies, p. 55; What is a Minimum Viable Product (MVP)? | Agile Alliance; Minimum Viable Product (MVP): What is it & Why it Matters - Atlassian

QUESTION 112

A meeting agenda included the following items:

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

Which of the following best describes this type of meeting?

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

Correct Answer: D

Section:

Explanation:

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

QUESTION 113

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.

Correct Answer: C

Section:

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. Reference = 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

QUESTION 114

Hackers are attempting to extract large amounts of data to sell on the dark web. Which of the following steps should a project manager take next to mitigate this risk?

- A. Update the issue log.
- B. Apply the contingency plan.
- C. Transfer the risk.
- D. Submit a change request.

Correct Answer: B

Section:

Explanation:

Applying the contingency plan is the immediate response to mitigate a security risk. CompTIA Project+ emphasizes the importance of having pre-established contingency plans to handle potential risks promptly and effectively.

QUESTION 115

A procurement team analyzes solutions submitted from multiple vendors for the upcoming release of a required development service. The procurement team identifies a potential partnership. Which of the following would the procurement team most likely request?

- A. Quote
- B. Information
- C. Proposal
- D. Bid



Correct Answer: C

Section:

Explanation:

A proposal is a detailed document submitted by vendors outlining how they will meet project requirements. It helps in assessing vendor solutions and suitability, consistent with CompTIA Project+ procurement and vendor management practices.

QUESTION 116

Which of the following would most likely take place when a team reviews the backlog and presents the status of each task?

- A. Sprint retrospective
- B. Sprint review
- C. Sprint planning
- D. Daily Scrum

Correct Answer: B

Section:

Explanation:

A Sprint Review involves reviewing the completed backlog items and presenting the work to stakeholders. This aligns with CompTIA Project+ agile practices, where a Sprint Review focuses on completed tasks and feedback.

QUESTION 117

Which of the following activities would force a team to remove a new package and leave the previous one during a smoke test?

- A. Rollback plan
- B. Downtime stage
- C. Maintenance window
- D. Validation checks

Correct Answer: A

Section:

Explanation:

A rollback plan is used when an issue is identified during testing or implementation. It allows the team to revert to the previous state, removing the new package. This aligns with CompTIA Project+ guidance on implementing fallback strategies for risk management.

QUESTION 118

When assigning access, classifying information based on sensitivity is referred to as:

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

Correct Answer: C

Section:

Explanation:

Data security involves classifying information based on sensitivity and ensuring that it is protected accordingly. This approach is key in project management to protect sensitive data, as emphasized by CompTIA Project+.

QUESTION 119

A project manager is currently meeting with a vendor who completed the project work. All invoices associated with the project have been paid. Which of the following best describes the project manager's objective for the vendor meeting?

- A. Reassigning resources
- B. Removing access
- C. Closing contracts
- D. Evaluating the project

Correct Answer: C

Section:

Explanation:

Closing contracts involves finalizing any remaining contractual obligations and formally closing out the relationship with the vendor. CompTIA Project+ emphasizes this as part of the project closure phase to ensure all legal and financial aspects are complete.

QUESTION 120

A vendor manager communicates to the project manager that a shipment of new devices required for the completion of a project is delayed. The supplier is planning to deliver the devices two months after the agreed-upon date. Which of the following should the project manager do first?

- A. Hold the project until the devices are delivered.



- B. Evaluate the impact to baselines.
- C. Request another supplier to ship devices.
- D. Update the project timeline with a new project end date.

Correct Answer: B

Section:

Explanation:

Evaluating the impact to baselines (such as schedule and budget) helps determine the delay's effect on the project. This aligns with CompTIA Project+ guidance on project control, which emphasizes analyzing impacts before taking corrective actions.

QUESTION 121

During the project initiation phase, a project manager needs to construct a project schedule and show the project dependencies. Which of the following should the project manager use for this task?

- A. Waterfall method
- B. Simulation method
- C. Precedence diagramming method
- D. Cost ratio analysis

Correct Answer: C

Section:

Explanation:

The Precedence Diagramming Method (PDM) is used to visually represent tasks, dependencies, and sequencing in a project schedule. This technique is consistent with CompTIA Project+ guidelines for planning and managing project timelines.

QUESTION 122

A PM is working to establish accepted communication channels and to define access requirements. In which of the following phases is the project?

- A. Discovery
- B. Execution
- C. Initiating
- D. Planning

Correct Answer: D

Section:

Explanation:

Defining communication channels and access requirements typically occurs in the planning phase, where detailed plans for project management are established. This aligns with CompTIA Project+ standards for comprehensive project planning.

QUESTION 123

A project manager distributes minutes after each project meeting. However, the project manager is having difficulties hosting the meetings and documenting the discussions simultaneously. Which of the following should the project manager do in order to be most efficient?

- A. Assign a scribe to take notes.
- B. Record the meeting and transcribe the notes later.
- C. Instruct each team member to take notes.
- D. Get a facilitator for the meetings.

Correct Answer: A

Section:

Explanation:

Assigning a scribe allows the project manager to focus on hosting and facilitating the meeting effectively without being distracted by note-taking. This approach is consistent with best practices in meeting management and aligns with CompTIA Project+ guidelines, which emphasize the importance of efficient meeting roles and responsibilities.

QUESTION 124

A project manager wants to be confident that the most crucial functions of a new software build work and that the software is ready for the next testing phase. Which of the following types of testing should be done?

- A. Performance
- B. Smoke
- C. Regression
- D. Unit

Correct Answer: B

Section:

Explanation:

Smoke testing is a preliminary test to check whether the most essential functions of the software work correctly. It is often the first step in the testing phase and helps confirm that the build is stable enough for further testing. This aligns with CompTIA Project+ practices for software testing phases.

QUESTION 125

As a result of lessons learned, a project manager convenes a meeting to understand the poor quality of the project documentation. During the meeting, project team members provide insights from their perspectives and discussions with group members. Which of the following is the project team doing?

- A. Executing the approved contingency plan
- B. Constructing an Ishikawa diagram to determine the root cause
- C. Using a Pareto chart to prioritize the different causes
- D. Engaging the senior management team in regard to the issue



Correct Answer: B

Section:

Explanation:

An Ishikawa diagram, also known as a fishbone diagram, is a tool used to identify and analyze the root causes of a particular problem. CompTIA Project+ references this tool as essential for quality management and problem-solving.

QUESTION 126

A project manager is beginning a new project that will include a high number of complex deliverables. Which of the following is the best to use to track deliverables that are yet to be completed?

- A. Resource management system
- B. Issue log
- C. Ticketing system
- D. Backlog

Correct Answer: D

Section:

Explanation:

A backlog is commonly used in agile project management to list deliverables and tasks that have not yet been completed. It allows the project manager to prioritize and organize the workload, especially for complex projects. This aligns with agile principles as outlined in CompTIA Project+.

QUESTION 127

A project team member recalls a specific chat with another member that contained key information related to a previous project, which no one else on the project team is aware of. Which of the following best describes what was needed to address this concern?

- A. Integrity
- B. Security
- C. Archival
- D. Lessons learned

Correct Answer: C

Section:

Explanation:

Archival involves preserving project records and communications so that they are accessible for future reference. This helps ensure important information is not lost over time, consistent with best practices in project documentation as per CompTIA Project+.

QUESTION 128

During timeline creation, the project manager is unsure if the development team can complete coding before new servers are installed in the IT department. Which of the following should the project manager do to increase project certainty?

- A. Hold a new backlog prioritization meeting.
- B. Add milestones to check the project's progress.
- C. Adjust the task relationship to complete coding in advance.
- D. Apply contingency buffers to the critical path.

Correct Answer: D

Section:

Explanation:

Adding contingency buffers to the critical path is a method to account for potential delays, increasing project certainty. This technique is part of risk management and schedule management, as recommended by CompTIA Project+.

**QUESTION 129**

During the initiation phase, a stakeholder and the project manager discuss the business reasons and benefits of the project. The stakeholder requests these items be documented for approval. Which of the following should be used to document this information?

- A. Statement of work
- B. Business case
- C. Requirements document
- D. Work breakdown structure

Correct Answer: B

Section:

Explanation:

A business case documents the rationale and expected benefits of a project. This document is essential for project approval and aligns with CompTIA Project+ guidance on project initiation and planning.

QUESTION 130

Which of the following would be the most helpful in providing customers with an application accessible via a web browser?

- A. IaaS

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

Correct Answer: B

Section:

Explanation:

SaaS (Software as a Service) provides customers with access to applications over the internet, typically through a web browser. This cloud model allows users to access software without managing the underlying infrastructure. This aligns with CompTIA Project+ guidance on cloud service models for project delivery.

QUESTION 131

A car manufacturer is presenting to three vendors the abilities and qualifications required to develop the last module of a data warehouse application. The manufacturer is emphasizing the technical skills necessary to complete the project on time and highlighting its current internal IT project. Which of the following best describes this activity?

- A. Key stakeholder identification
- B. Preliminary procurement
- C. Solution design determination
- D. Critical factor enlistment

Correct Answer: B

Section:

Explanation:

Preliminary procurement involves identifying and evaluating potential vendors based on their qualifications and capabilities. This step is essential for project procurement and aligns with CompTIA Project+ best practices for vendor selection.



QUESTION 132

A client made a change request. Implementing the change will cause a delay in the project and a budget overrun. Which of the following should the project manager do first?

- A. Update the WBS.
- B. Escalate to the CCB.
- C. Accept the change.
- D. Implement the change.

Correct Answer: B

Section:

Explanation:

Escalating to the Change Control Board (CCB) is necessary when a change request impacts the project's timeline or budget. The CCB reviews and approves changes, ensuring that they align with project objectives. CompTIA Project+ highlights the role of the CCB in change management processes.

QUESTION 133

A project manager just found out that the equipment vendor selected for a project is bankrupt. The process of selecting a new vendor and signing a contract will significantly delay the project schedule. Which of the following should the project manager do first?

- A. Consult with the legal department.
- B. Update the issue log.
- C. Start a new RFP immediately.
- D. Perform a PERT analysis.

Correct Answer: B

Section:

Explanation:

Updating the issue log is the first step in documenting the problem and determining its impact on the project. This aligns with CompTIA Project+ guidelines, which emphasize the importance of tracking issues as they arise.

QUESTION 134

During the progress of a project, the stakeholders require the delivery of multiple milestones with proper presentation of functionalities. Which of the following is the best methodology to use?

- A. Waterfall
- B. SDLC
- C. XP
- D. Scrum

Correct Answer: D

Section:

Explanation:

Scrum is an agile methodology well-suited for projects that require frequent milestone deliveries and functionality demonstrations. It emphasizes iterative development, with regular presentations to stakeholders, which aligns with CompTIA Project+ principles for agile project management.

QUESTION 135

A fix that was not submitted to the CCB for approval was applied to an application. Although the change did not have negative consequences, the sponsors expressed concern to the project manager. Which of the following should the project manager do first to prevent this situation from reoccurring?

- A. Meet with the team and highlight the importance of change management.
- B. Roll back the process and submit a change request.
- C. Document the event as a lesson learned.
- D. Remove the team member who bypassed the CCB process.



Correct Answer: A

Section:

Explanation:

Meeting with the team to emphasize the importance of following change management procedures is the best approach to prevent future unauthorized changes. CompTIA Project+ highlights the importance of adhering to formal change control processes to ensure project alignment and accountability.

QUESTION 136

A new project has been assigned to a project manager. In order to move forward with the project charter, which of the following should the project manager work with to define the success criteria for the initiative?

- A. Lead architect
- B. Project sponsor
- C. Program manager
- D. Scrum master

Correct Answer: B

Section:

Explanation:

The project sponsor typically defines the success criteria and overall goals of the project. This alignment ensures the project meets organizational objectives, as outlined in CompTIA Project+ guidance on roles and responsibilities.

QUESTION 137

A project manager has received different functional requests from three individual stakeholders. The project manager is able to have all parties concede somewhat in order to find a reasonable solution. Which of the following outcomes would most likely occur?

- A. Too much time might be spent generating project delays.
- B. The project manager might be seen as weak.
- C. The number of change requests throughout the project might be reduced.
- D. Some stakeholders might not be completely satisfied.

Correct Answer: D

Section:

Explanation:

When a project manager achieves a compromise, it often means that stakeholders may not be entirely satisfied with the outcome. However, compromise is sometimes necessary to balance differing needs, consistent with CompTIA Project+ principles on stakeholder management and negotiation.

QUESTION 138

A system is scheduled to go live, and the client signed an SL

- A. Which of the following elements is part of the agreement?
- B. Resolution time
- C. Issue list
- D. Work breakdown structure
- E. Cost optimization

Correct Answer: A

Section:

Explanation:

Resolution time is a standard component of a Service Level Agreement (SLA), defining the maximum time for addressing issues. SLAs are essential for managing client expectations and service performance, in line with CompTIA Project+ concepts of contract management.

QUESTION 139

Which of the following is the most important activity for the project manager during the closure of a project?

- A. Obtain project sign-off.
- B. Capture lessons learned.
- C. Document historical information.
- D. Release resources.

Correct Answer: A

Section:

Explanation:

Obtaining project sign-off is crucial in the closure phase, as it signifies formal acceptance of the project deliverables by the stakeholders. According to CompTIA Project+, project sign-off is a key milestone in officially closing the project.

QUESTION 140

Which of the following best describes a benefit of the CI/CD process?



- A. Software delivery is sped up without compromising quality.
- B. Incremental changes are done at the end of the project.
- C. The software is integrated with other projects easily.
- D. Updates are released every sprint.

Correct Answer: A

Section:

Explanation:

Continuous Integration and Continuous Delivery (CI/CD) aim to accelerate software delivery while maintaining high quality through frequent automated testing and deployment. This practice is endorsed by CompTIA Project+ as part of modern project methodologies for improving efficiency and quality.

QUESTION 141

During the execution of a project, a project manager wanted to discover how the number of worked hours was affecting the quality of given tasks. For a two-month period, the following data was documented:

Average worked hours

Which of the following describes the result?

- A. A negative correlation exists between the number of mistakes and the working hours.
- B. No correlation exists between the number of mistakes and the working hours.
- C. A low correlation exists between the working hours and the number of mistakes.
- D. A positive correlation exists between the number of mistakes and the working hours.

Correct Answer: D

Section:

Explanation:

A positive correlation means that as the number of worked hours increases, so does the number of mistakes. According to CompTIA Project+, understanding such correlations is crucial for effective resource and quality management.

QUESTION 142

A principle states 80% of the issues are the result of 20% of the causes. Which of the following types of diagrams is based on this principle?

- A. Pareto
- B. Scatter
- C. Network
- D. Fishbone

Correct Answer: A

Section:

Explanation:

The Pareto Principle, or the 80/20 rule, is often represented by a Pareto chart, which is used to prioritize issues by showing the most significant factors. CompTIA Project+ recommends Pareto analysis as a valuable tool for quality control and decision-making.

QUESTION 143

Which of the following should a project manager consult when deciding how to send updates regarding deliverables?

- A. Dashboard
- B. Status report
- C. Meeting minutes

D. Communication plan

Correct Answer: D

Section:

Explanation:

A communication plan details the communication requirements, including methods, frequency, and stakeholders for each type of update. According to CompTIA Project+, this plan is essential for ensuring effective and organized communication throughout the project.

QUESTION 144

Which of the following cloud models can be used to speed up the development of a service that integrates with the operating system and accelerates the delivery of a software project?

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

Correct Answer: D

Section:

Explanation:

PaaS (Platform as a Service) provides a platform allowing developers to build and deploy applications quickly. It offers development tools and integrations with the operating system, which speeds up development and delivery. This model is highlighted in CompTIA Project+ as ideal for software development environments.

QUESTION 145

A project sponsor requires a system that is capable of providing integrated management of all the business's core functions. Which of the following systems is the project sponsor describing?

- A. CMS
- B. CRM
- C. EDRMS
- D. ERP

Correct Answer: D

Section:

Explanation:

ERP (Enterprise Resource Planning) systems are designed to integrate and manage all core functions of a business, such as finance, HR, and supply chain management. This aligns with CompTIA Project+ guidelines on selecting appropriate systems for organizational needs.

QUESTION 146

Which of the following contract types would be most beneficial to both parties in cases in which the scope of the project has a large number of unknowns?

- A. Variable costs
- B. Fixed costs
- C. Front-loaded
- D. Time and materials

Correct Answer: D

Section:

Explanation:

Time and materials contracts are flexible and beneficial when the project scope has many unknowns. They allow costs to be adjusted based on actual time and resources used, which is consistent with CompTIA Project+

recommendations for projects with uncertain requirements.

QUESTION 147

A project manager is using an agile methodology to lead the implementation of several features that should be developed concurrently. Which of the following items should the project manager view as a concern?

- A. Each feature will have a different owner.
- B. The majority of the team can only meet on a weekly basis.
- C. The stakeholders have provided a specific deadline to meet.
- D. Each feature has a specific budget allocation.

Correct Answer: C

Section:

Explanation:

Agile methodologies emphasize flexibility and iterative progress, so strict deadlines can be a concern. They may limit the team's ability to adapt and respond to change, as emphasized by CompTIA Project+ in agile project management principles.

QUESTION 148

Which of the following activities should a project manager perform during the closing phase? (Select three)

- A. Lessons learned
- B. Risk analysis
- C. Removing resources
- D. Acquiring resources
- E. Statement of work sign-off
- F. Stakeholder analysis
- G. Removing access

Correct Answer: A, C, G

Section:

Explanation:

During the closing phase, a project manager should conduct lessons learned sessions, release resources, and remove access. These actions align with CompTIA Project+ standards for project closure, focusing on finalizing project deliverables, releasing resources, and documenting insights.

