Exam Questions PK0-004

CompTIA Project+ Certification Exam

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NEW QUESTION 1
During the initiation phase, a project manager has asked for ADocument containing the high-level objectives and goals for a project.
Which of the following documents would contain these items?

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

Answer: B

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

NEW QUESTION 2
Which of the following tools would a project manager use to determine the root cause of an issue?

A. Pareto Chart
B. IshikawADiagram
C. Histogram
D. Monte Carlo Analysis

Answer: B

NEW QUESTION 3
Which of the following charts is a graphical representation of the causes of a specifiCEvent?

A. Histogram
B. Scatter
C. Fishbone
D. Gantt

Answer: C

Explanation:
A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

NEW QUESTION 4
The project manager for a TV tower construction project receives notification that a strong storm is expected the following week.
Which of the following should the project manager do NEXT?

A. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
B. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.
C. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
D. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 238

NEW QUESTION 5
A project is coming to the end of a phase. The PMO required that the quality team review the work and budget before moving on to the next phase of the project.
The project manager must schedule the review of the phase and have the stakeholders present. This review is referred to as:

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

Answer: B

NEW QUESTION 6
A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house ADifferent type of reptile that will require ADifferent temperature range than the capacity of the installed system. The modification has been approved.
Which of the following constraints are MOST likely to be affected? (Choose two.)

A. Quality because the existing system is now outside the threshold.
B. Requirements because this is a change to initial scope.
C. Cost because replacing the system incurs additional expense.
D. Schedule because this was an unscheduled task and will impact the timeline.
E. Stakeholders because they will need to understand the modification and provide buy-in.

Answer: CD

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 293

NEW QUESTION 7
A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious
and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps.
Which of the following conflict resolution techniques is the project manager using?

A. Forcing
B. Negotiating
C. Compromising
D. Avoiding

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

NEW QUESTION 8
An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fast-tracked tasks that require additional hours. Which of the following documents did the project manager fail to reference?

A. MOU
B. MOA
C. SOW
D. SLA

Answer: B

NEW QUESTION 9
Which of the following is a schedule that illustrates the duration of an activity?

A. Process diagram
B. IshikawADiagram
C. Gantt chart
D. Pareto chart

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 168

NEW QUESTION 10
A PM receives notification that an issue will impact ADeliverable on the critical path. The issue is logged with a unique ID and assigned to a team member; however, the team member has not addressed it after a week. Which of the following would be the BEST approach to resolving the issue?

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

Answer: B

NEW QUESTION 10
A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies.
Which of the following documents should the project coordinator use?

A. Risk register
B. Issue log
C. Communication plan
D. Status report

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 240

NEW QUESTION 11
A project manager is justifying a required change with the associated impact on the project. Which of the following is the NEXT step?

A. Implementation
B. Approval
C. Validation
D. Auditing

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 12
A risk with a high probability and medium consequence to a project has been identified. In response, the project manager has purchased an insurance plan with the intent to provide additional funds if the risk is realized. There is no risk to the schedule or scope. Which of the following types of risk strategies is this an example of?

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

Answer: B

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

NEW QUESTION 13
A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes. Which of the following should the project manager do NEXT?

A. Gain approval for the changes.
B. Identify the approval authority.
C. Implement the changes.
D. Create an emergency change request.

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 15
An agreement document that is intended to prevent two or more organizations from sharing specific, confidential information with anyone but each other is called:

A. an RFP.
B. an NDA.
C. an SLA.
D. an MOU.

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 302

NEW QUESTION 16
The PMO is responsible for: (Choose two.)

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

Answer: CD

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

NEW QUESTION 17
A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project.
Which of the following would the project manager MOST likely do?

A. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk.
B. Raise a purchase order to purchase the licensing and ask the team member to install it.
C. Amend the project scope and raise a project change request to obtain approval of the amendment.
D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

Answer: A

NEW QUESTION 20

Which of the following elements should be included on a responsibility assignment matrix?

A. Responsible, accountable, consulted, informed
B. Resource, accountable, signoff, input
C. Responsible, accurate, confidential, informed
D. Resource, accountable, consulted, informed

Answer: A

NEW QUESTION 23
A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

A. Pareto chart
B. Fishbone diagram
C. Process diagram
D. Run chart

Answer: B

NEW QUESTION 26
Which of the following inherently affects quality standards?

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

Answer: D

NEW QUESTION 30
Which of the following is an example of a project?

A. Purchasing pedometers from local retail stores for employees
B. Implementing a health awareness program at an organization
C. Conducting semi-annual blood drives at an organization
D. Presenting a scripted workshop at an organization's three locations

Answer: B

NEW QUESTION 32
Which of the following techniques modifies the schedule based upon resource constraints?

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

Answer: A

NEW QUESTION 35
A project team is mainly based in a metropolitan area. The team also has members in a remote area, where Internet access is limited and unstable.
Which of the following factors will MOST likely influence the communication methods used in the project?

A. Personal preferences
B. Technological factors
C. Language barriers
D. Cultural differences

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 270

NEW QUESTION 36
A project team is comprised of a mix of in-house and virtual team members.
When a complex announcement needs to go out to the entire project team, which of the following is the
MOST effective way to communicate it?

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

Answer: D

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

NEW QUESTION 40
Which of the following is the MOST likely target audience to be notified of the achievement of a key milestone in a project schedule?

A. Project manager and project scheduler
B. Project coordinator and project sponsor
C. Project champion and project scheduler
D. Project stakeholders and project team

Answer: D

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

NEW QUESTION 45
An authorized change to a construction project was implemented. During the modification, the team identified ADefect in which the change caused the building power output to be outside the KPPs.
Which of the following actions should the project manager take?

A. Submit a new change request.
B. Initiate the regression plan.
C. Add remediation to the schedule.
D. Accept the new power output.

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 48
Which of the following is a team-building stage that involves the team learning to trust one another's abilities and begin working together as a productive group?

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

Answer: A

Explanation:
Norming is where things begin to calm down. Team members know each other fairly well by now. They're comfortable with their positions in the team, and they begin to deal with project problems instead of people problems. "Decisions are made jointly at this stage, and team members "exhibit mutual respect and familiarity with one another.

NEW QUESTION 51
A task on the critical path will not be completed on time. The project manager is reviewing both the schedule and the risk register to create a corrective action plan. The project completion date and quality of the deliverable cannot change. Which of the following activities should the project manager perform NEXT?

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

Answer: A

NEW QUESTION 54
new stakeholder has been added to a project with ABAG of $850,000. The stakeholder has raised five change requests to the CCB; two of them have been approved, and three are awaiting initial review. Considering the project has a CPI of 0.89 and an SPI of 1.14, and the approved ones will be implemented, which of the following should the project manager do LAST?

A. Identify and document the risk.
B. Evaluate the impact and justification.
C. Implement the change.
D. Update the documents and plans.

Answer: D

NEW QUESTION 59
In which of the following situations is a project manager MOST likely to use a process diagram?

A. When describing a new business idea for the team to review
B. When describing a new business workflow for the team to implement

C. When describing a new business project for the team to implement
D. When describing a new business acquisition for the team to review

Answer: B

NEW QUESTION 62
The PM is preparing for the planning phase kickoff meeting. It is imperative for the team to focus during the meeting on the expected outcomes.
Which of the following best describes what the PM should work on FIRST?

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

Answer: B

NEW QUESTION 65
A company is in the process of combining the human resources and marketing departments. Which of the following describes this change?

A. Business process change
B. Business merger
C. Internal reorganization
D. Interorganizational change

Answer: A

NEW QUESTION 67
Which of the following is a characteristics of a matrix organization?

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

Answer: D

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

NEW QUESTION 69
A new project charter is being drafted.
Which of the following would be the BEST source for the high-level project requirements?

A. Sponsor
B. Project manager
C. Project management office
D. Project team

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

NEW QUESTION 74
Which of the following activity sequencing techniques uses nodes to symbolize the dependencies of each activity?

A. Critical Path Method
B. Critical Chain Method
C. Arrow Diagramming Method
D. Gantt Chart Method

Answer: C

NEW QUESTION 78
A part that is needed to complete Task 3 has been backordered and will arrive three days later than scheduled. Task 3 must be complete for Task 4 to start. There is one day of float for the two tasks. Which of the following represents the number of days the project schedule will be delayed?

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

Answer: D

NEW QUESTION 81
A project manager is mapping qualifications and available personnel to the project requirements. Which of the following activities is the project manager completing?

A. Team Building
B. Team Selection
C. Resource loading
D. Resource leveling

Answer: A

NEW QUESTION 82
A project manager procures additional resources from a local company. Which of the following-describes this event?

A. Reorganizing
B. Onboarding
C. Offshoring
D. Outsourcing

Answer: A

NEW QUESTION 84
A team lead informs the project manager that the datacenter will not be accessible when the project needs to be completed. The team lead also indicates that the team member who is assigned to complete the datacenter project is out on medical leave.
Which of the following should a project manager update to document this information?

A. A list of realized risks
B. A list of decomposed activities
C. A sequenced list of project tasks
D. ADocument describing agreed-upon communication methods

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 240

NEW QUESTION 87
During the storming stage of a project team's development, it is common to experience confusion about tasks and responsibilities because:

A. there is unfamiliarity with the project structure.
B. there is a lack of trust among team members.
C. there are minimal team decisions.
D. there is no engagement of the team by the project manager.

Answer: B

NEW QUESTION 92
A risk with minor impact has been realized. There is no change to the triple constraint. The PM should notify the:

A. internal project team.
B. key stakeholders.
C. affected team members.
D. full project team.

Answer: B

NEW QUESTION 94
The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

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

Answer: C

NEW QUESTION 96
Which of the following risk strategies prevents a risk from impacting a project?

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

Answer: C

Explanation:
Reference https://pm4id.org/chapter/11-2-risk-management-process/

NEW QUESTION 98
A vendor was removed from a company due to non-performance but continues to submit invoices for work that was not completed. Which of the following should the project manager do to stop the vendor from sending invoices?

A. Draft a C&D letter and send it to vendor.
B. Review the MOU with the vendor.
C. Ask the legal departments to draft a non-complete agreement for the vendor to sign.
D. Meet with the finance department to prevent the vendor from sending invoices.

Answer: A

NEW QUESTION 101
During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.
Which of the following should have occurred to prevent this issue?

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

Answer: B

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

NEW QUESTION 102
Which of the following is ADefinition of an RFP?

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

Answer: A

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

NEW QUESTION 107
A project manager needs to track the actual and estimated start and finish dates of all WBS work packages. Which of the following is a necessary step to record the actual durations?

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

Answer: B

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

NEW QUESTION 112
In which of the following organizational structures would a project manager have the MOST authority?

A. Projectized
B. Strong matrix
C. Balanced matrix
D. Functional

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 57

NEW QUESTION 114
Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

A. EAC
B. BAC
C. TCPI
D. ETC

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

NEW QUESTION 118
A project has been experiencing some difficulties due to third-party vendors. The project manager should request.

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

Answer: C

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

NEW QUESTION 119
A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

A. Risk register
B. Post-mortem analysis
C. Issue log
D. Procurement report

Answer: B

Explanation:
References: https://en.wikipedia.org/wiki/Postmortem_documentation

NEW QUESTION 123
Which of the following events would MOST likely trigger communications to the largest audience for a given organization?

A. Business continuity response
B. Quality audit
C. Replacement of a subcontractor
D. Completion of a task

Answer: A

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 273

NEW QUESTION 127
A project team is defining detailed risks. Which of the following project phases is taking place?

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

Answer: D

NEW QUESTION 129
ADepartment manager asks a project manager about the status of a project that has only a few employees from the department assigned to it. Which of the following were MOST likely missed during project planning?

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

Answer: B

NEW QUESTION 131
Due to a new government regulation, a project change is required. The project manager evaluates the change and realizes a representative from the legal department will need to approve the change as well.
The project manager should:

A. follow the change process flow and notify the legal department after the change is implemented.
B. extend a formal invitation to the legal department representative to join the CCB.
C. hold a separate meeting with the legal department representative and ask for approval.
D. notify the legal department representative in the event of an upcoming audit.

Answer: B

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

NEW QUESTION 136
A project manager is managing a transactional project. One of the key team members is having difficulties understanding the client requirements.
Which of the following actions would be BEST for the project manager to take?

A. Ask the client to provide additional language resources to the team.
B. Purchase a language translation program.
C. Hire a translator to help the key team member
D. Ask the client to provide requirements in the native language of the team.

Answer: D

NEW QUESTION 139
A project manager receives a call from the area regional building department and is informed that, upon inspection, waterlines from public water access to the project building do not meet local material and installation code specifications. Which of the following items BEST describes the unmet objective?

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

Answer: D

NEW QUESTION 144
Which of the following metrics demonstrates to a project manager if a project is overspending or underspending?

A. EAC
B. BAC
C. CPI
D. ETC

Answer: C

Explanation:
References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 231

NEW QUESTION 146
If a project sponsor wants to know the current status and progress of a project, which of the following is the BEST approach to find this information?

A. The project sponsor should obtain the current status from team members, put it into a presentation, and present it to the project manager for review.
B. The scheduler should obtain the current status from team members, apply it to the baseline of the schedule, and run a report.
C. The scheduler should obtain the current status from team members, update the project charter, project management plan, dashboard, and SOW, and then create a status report to provide to the project manager.
D. The scheduler should obtain the current status from team members, update the risk register, and provide the information to the project champion for review.

Answer: B

NEW QUESTION 147
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