

## PK0-004 Dumps

### CompTIA Project+ Certification Exam

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**NEW QUESTION 1**

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

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

**Answer:** BC

**Explanation:**

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

**NEW QUESTION 2**

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

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

**Answer:** A

**NEW QUESTION 3**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 4**

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house A Different type of reptile that will require A Different 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 5**

A milestone task on the critical path has been completed. Which of the following should the project manager notify?

- A. Owner of predecessor task
- B. Project team
- C. Project sponsor
- D. Project steering committee

**Answer:** C

**NEW QUESTION 6**

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation
- C. Work relocation
- D. Outsourcing

**Answer:** D

**Explanation:**

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

**NEW QUESTION 7**

ABusiness has implemented a new online performance management tool that allows functional and project managers to rate employees online. This action is known as which of the following?

- A. Business process change
- B. Organizational change
- C. Internal reorganization
- D. Business continuity planning

**Answer: A**

**Explanation:**

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

**NEW QUESTION 8**

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 9**

Three IT companies have agreed to summarize their efforts as a common organization to generate new businesses in the IT cloud computing industry. Which of the following is the type of organizational change described?

- A. Expansion
- B. Rightsizing
- C. Merger
- D. Onboarding

**Answer: C**

**NEW QUESTION 10**

A post implementation review is being performed as a part of project closure. Which of the following are applicable areas that the review should cover? (Choose two.)

- A. Lessons learned during the project.
- B. Produce operational support documentation.
- C. Gathering and centralizing project documentation.
- D. Organizing the communication of project closure.
- E. Identify the key project achievements.
- F. Provide a recap of the overall solution.

**Answer: AE**

**NEW QUESTION 10**

During a project, a key stakeholder asks a project team member to add a requirement. The team member adds the requirement without informing the project manager. Which of the following is described in this scenario?

- A. Change request
- B. Risk mitigation
- C. Change control
- D. Scope creep

**Answer: D**

**NEW QUESTION 12**

A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

- A. Resource loading
- B. Resource leveling
- C. Prioritizing tasks
- D. Allocating resources

**Answer: D**

**NEW QUESTION 17**

Which of the following describes KPIs?

- A. Analyses of organizational strengths and weaknesses
- B. Graphical representations of process flow
- C. Elements against which performance can be measured
- D. Collaboration platform tools

**Answer: C**

**NEW QUESTION 20**

A project team completed ABrainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

- A. Risk identification
- B. Risk quantification
- C. Risk planning
- D. Risk response

**Answer: A**

**NEW QUESTION 21**

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

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

**Answer: AD**

**NEW QUESTION 23**

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

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

**Answer: BC**

**NEW QUESTION 27**

A software development project is struggling with a certain technology that is unknown to the project team. A project manager has received a third-party proposal to transfer the risk. Which of the following should the project manager do NEXT?

- A. RF1
- B. RFP
- C. RFQ
- D. Change request
- E. Request for bid

**Answer: E**

**NEW QUESTION 32**

Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

- A. Managing change
- B. Fast tracking
- C. Rolling wave planning
- D. Crashing

**Answer: B**

**NEW QUESTION 33**

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 34**

A company hires an outside vendor to provide 24/7 support.  
Which of the following documents would determine the contractual obligations?

- A. PO
- B. SLA
- C. LOI
- D. MOU

**Answer: B**

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 303

**NEW QUESTION 38**

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 41**

A new stakeholder has joined the project team and requested modifications that will result in minor changes to the project budget and schedule.  
The project manager is concerned that the requests will lead to:

- A. quality control issues.
- B. additional risks.
- C. scope creep.
- D. time constraints.

**Answer: C**

**NEW QUESTION 45**

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 50**

A project manager wants to ensure that A Detailed overview of a new kitchen fits the client's standards. Which of the following will the project manager MOST likely work to accomplish?

- A. Detailed project schedule to deliver on time
- B. Gate reviews to capture the progress and feedback
- C. Reasonable number of changes to maintain quality
- D. Wide range of time between the start and end of the installation

**Answer: B**

**NEW QUESTION 52**

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 57**

A project is about to begin the execution phase. The SOW and project plan have been approved, and the project team has been formed. Which of the following types of meetings should happen NEXT?

- A. Update
- B. Scheduling
- C. Kickoff
- D. Review

**Answer: B**

**NEW QUESTION 61**

A project manager would like to bring vendors into a new project. Which of the following documents should the potential vendors submit so the project manager can find the best vendors for the project?

- A. SLA
- B. SOW
- C. Change request
- D. RFP

**Answer: B**

**Explanation:**

"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints"

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

**NEW QUESTION 65**

When an action is taken on a risk, which of the following is being done and which document needs to be updated?

- A. Mitigating risk, and the risk register should be updated
- B. Accepting risk, and the risk review document should be updated
- C. Avoiding risk, and the risk review document should be updated
- D. Exploiting risk, and the risk register should be updated.

**Answer: A**

**NEW QUESTION 66**

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

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

**Answer: A**

**NEW QUESTION 70**

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 72**

A minor change to the baseline schedule is required. This change will be the second minor modification to the schedule. Which of the following is the appropriate version number?

- A. 0.3
- B. 1.2
- C. 2.0
- D. 3.0

**Answer: B**

**NEW QUESTION 76**

A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the MOST likely reason for the failed inspection?

- A. There were insufficient resources assigned to the task.
- B. The prior document version was not reviewed.
- C. Version control processes were not applied.
- D. The CCB was not contacted.

**Answer:** C

**NEW QUESTION 80**

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

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

**Answer:** B

**NEW QUESTION 85**

A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

- A. Outsourcing
- B. Business process change
- C. Shared resources
- D. Split

**Answer:** A

**Explanation:**

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

**NEW QUESTION 87**

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. A Document describing agreed-upon communication methods

**Answer:** A

**Explanation:**

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

**NEW QUESTION 91**

A team member was assigned a new task during a meeting. The team member did not complete the task by the end of the phase, and the PM is looking for evidence to escalate the issue. Which of the following documents could help in this situation?

- A. Issue log
- B. Action items
- C. Dashboard information
- D. Communication plan

**Answer:** A

**NEW QUESTION 96**

The project team is not comfortable moving an expensive material. A third party is hired to move the material. This is an example of risk:

- A. Transference
- B. Sharing
- C. Avoidance
- D. Acceptance

**Answer:** A

**NEW QUESTION 98**

A project team on a four-year project has a shortage of workspace within an office. Which of the following is the MOST viable solution for the project team while ensuring work hours are not wasted?

- A. Secure a new facility, permit remote work, and reduce staff.
- B. Reduce staff, implement BYOD, and permit remote work.
- C. Implement BYOD, secure a new facility, and utilize shared workspaces.
- D. Permit remote work, utilize shared workspaces, and implement BYOD.

**Answer:** D

**NEW QUESTION 100**

A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

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

**Answer:** D

**Explanation:**

References

<https://programsucces.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/>

**NEW QUESTION 103**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 105**

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Sales clerk
- B. Marketing representative
- C. Team lead
- D. Product item

**Answer:** B

**NEW QUESTION 110**

Which of the following project documents should be used to record the occurrence of an unplanned event?

- A. Action log
- B. Risk log
- C. Change log
- D. Issue log

**Answer:** D

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

**NEW QUESTION 115**

The project manager was asked to provide recommendations for the removal of a vendor. A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation.

Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

- A. The issue log to show why the vendor should be replaced.
- B. The team action items to show why the vendor should be replaced.
- C. The scope statement to show why the vendor should be replaced.
- D. A procurement plan to show why the vendor should be replaced.
- E. A change management plan to have the vendor replaced.

**Answer:** AE

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 291, p. 327

**NEW QUESTION 118**

A change is being implemented on a project, and while in testing, it becomes clear that the change cannot be finalized due to the severe impact it would have on other critical systems. Which of the following should the team consult to determine which actions to take?

- A. Incident response plan
- B. Regression plan
- C. Progress plan
- D. Business continuity plan

**Answer:** D

**NEW QUESTION 122**

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

- A. Network diagram
- B. Ishikawa Diagram
- C. WBS
- D. Gantt chart

**Answer:** A

**Explanation:**

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

**NEW QUESTION 125**

Which of the following is a definition of an RFP?

- A. A document sent to potential vendors to solicit a bid for a project.
- B. A document sent to potential vendors to request information for skills and experience for a project.
- C. A document sent to potential vendors to request a commitment for a project.
- D. A document 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 128**

The project sponsor wishes to implement a 24/7 solution for the service desk, requiring the establishment of the capability on three different continents. Which of the following factors is MOST likely to influence communication methods across the project?

- A. Personal preferences and message content
- B. Level of message/report detail and confidentiality constraints
- C. Time zones and language barriers
- D. Technological and criticality factors

**Answer:** B

**NEW QUESTION 131**

Which of the following would indicate a project manager is working in a matrix-based organization?

- A. The project manager has full authority over resources and the project.
- B. The project manager has no authority over the project resources and limited-to-no authority over the project.
- C. Resources align to the project, report to the project manager, and have no functional home at the end of the project.
- D. Resources report to business area functional managers and return to the functional area at the end of the project.

**Answer:** A

**NEW QUESTION 134**

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 136**

A project manager is working on the project charter. Which of the following phases does this describe?

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

**Answer:** A

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 107

**NEW QUESTION 140**

Which of the following is the primary purpose of an MOA or an MOU?

- A. State expectations of all signatory parties to reduce potential misunderstandings.
- B. Facilitate potential legal action and resulting remediation if one of the signatory parties violates any terms.
- C. Enumerate ADetailed code of conduct for all employees, contractors, and subcontractors participating in the program.
- D. Provide transparency to competitors regarding all signatory parties.

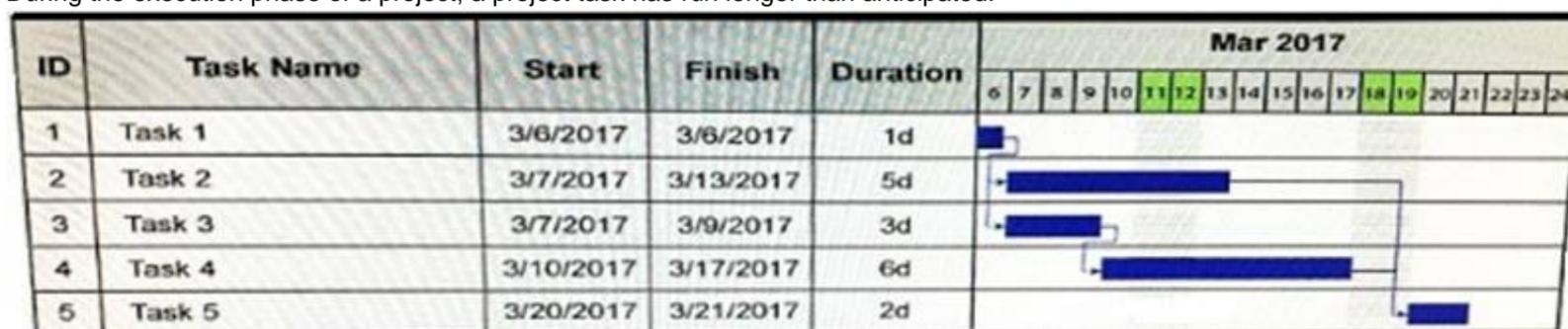
**Answer:** A

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 303

**NEW QUESTION 143**

During the execution phase of a project, a project task has run longer than anticipated.



Which of the following is the new critical path of the project if Task 2 requires an additional two days to complete?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 19 days

**Answer:** A

**Explanation:**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 169

**NEW QUESTION 144**

The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on ADaily basis. Which of the following would be the MOST effective means to do this?

- A. Instant messaging
- B. Video conference
- C. Phone call
- D. Collaboration website

**Answer:** B

**NEW QUESTION 146**

The design activity of a project has the following cost attributes: PV = 100,000

EV = 20,000

AC = 90,000

Based on this scenario, calculate the schedule variance.

- A. -80,000
- B. -70,000
- C. 10,000
- D. 120,000

**Answer:** A

**NEW QUESTION 149**

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

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

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

**Answer:** A

**NEW QUESTION 154**

Which of the following documents is typically signed by the vendor and includes a reference for how customers' internal information will be protected?

- A. MOU
- B. NDA
- C. SOW
- D. SLA

**Answer: D**

**NEW QUESTION 157**

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 160**

A project team has determined it will need to source data from a system that was not part of the project scope. The role of the project manager is to analyze which of the following impacts?

- A. Technical design, schedule, and budget
- B. Business process impacts and resourcing
- C. New software and hardware requirements
- D. Schedule, budget, and quality

**Answer: C**

**NEW QUESTION 162**

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