

# CompTIA

## Exam Questions PK0-005

CompTIA Project+ Certification Exam



#### NEW QUESTION 1

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

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

**Answer:** EF

#### Explanation:

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

#### NEW QUESTION 2

A team is analyzing the backlog in order to decide what to include in the next sprint. Which of the following aspects is the most important for the team to take into consideration?

- A. Time to be fixed
- B. Impact to project
- C. Issue category
- D. Resource availability

**Answer:** B

#### Explanation:

When analyzing the backlog to decide what to include in the next sprint, the most important aspect to consider is the impact to the project. This involves assessing which items will provide the most value and contribute significantly towards achieving the project goals. It's crucial to prioritize work that has the highest impact on the project's success.

References = The answer is based on standard agile project management practices, particularly in the context of sprint planning where prioritization is key. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources

#### NEW QUESTION 3

A team member identifies a critical issue in production. Which of the following should the project manager apply?

- A. Compliance check
- B. Release plan
- C. Rollback plan
- D. Validation check

**Answer:** C

#### Explanation:

A rollback plan, also known as a backout plan, is a strategy designed to reverse changes made during a project in case of failure or undesired results<sup>1</sup>. A rollback plan is a form of risk response that allows the project to restore the previous state and minimize the impact of the issue. A rollback plan is usually created during the planning phase and implemented during the execution or closing phase of the project. The other options are not correct because:

? A compliance check is a process that ensures that the project meets the relevant standards, regulations, and requirements. A compliance check is not a risk response, but rather a quality control or assurance activity.

? A release plan is a document that outlines the scope, schedule, and resources for delivering a product or service to the customer. A release plan is not a risk response, but rather a communication or scope management tool.

? A validation check is a process that verifies that the project deliverables meet the customer's needs and expectations. A validation check is not a risk response, but rather a quality control or assurance activity. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; Backout Plan - DevX

#### NEW QUESTION 4

##### SIMULATION

During a gate review meeting, the deliverable was rejected by the customer. INSTRUCTIONS

Review the dashboard.

- Part 1: Drag and drop each task, placing them in the correct order based on the project change control process.
- Part 2: Select the proper document(s) to be updated.

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

Part 1:

Change Control Process		Drag and Drop
1	<div>?</div>	Perform a demonstration.
2	<div>?</div>	Define new requirements and record changes.
3	<div>?</div>	Update and test the deliverable.
4	<div>?</div>	Consult the RACI matrix.
5	Select the appropriate document(s) to update.	Assess the schedule, risk, and cost.
6	<div>?</div>	Obtain a sign off.
7	<div>?</div>	Make an announcement on the company portal.
8	<div>?</div>	

Part 2:

Question Options

Select the appropriate document(s) to update.

☐

Risk register

☐

Schedule

☐

Statement of work

☐

Organizational chart

☐

Change log

☐

Issues log

☐

WBS dictionary

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Part 1:  
Change Control Process:  
? Consult the RACI matrix.  
? Define new requirements and record changes.  
? Assess the schedule, risk, and cost.  
? Perform a demonstration.  
? Obtain a sign off.  
? Update and test the deliverable.  
? Make an announcement on the company portal.

The change control process is a sequence of steps that helps to manage and document any changes or modifications to a project scope, schedule, cost, quality, or resources. The change control process typically involves the following steps:

? Consult the RACI matrix. A RACI matrix is a tool that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI stands for responsible, accountable, consulted, and informed. Consulting the RACI matrix can help to identify who needs to be involved or informed about the change request and how to communicate with them.

? Define new requirements and record changes. The new requirements and changes are the details of what needs to be modified or added to the project deliverables or objectives based on the customer feedback or request. Defining and recording the new requirements and changes can help to communicate and justify the need and rationale for the change and its implications on the project scope and quality.

? Assess the schedule, risk, and cost. The schedule, risk, and cost are the aspects of the project that may be affected by the change request. Assessing the schedule, risk, and cost can help to determine the impact and feasibility of the change and identify any possible alternatives or corrective actions to minimize or avoid its negative effects.

? Perform a demonstration. A demonstration is a presentation or show of how the modified or updated deliverable works or meets the customer expectations or requirements. Performing a demonstration can help to validate and verify that the change request has been implemented correctly and effectively and to obtain feedback or approval from the customer or stakeholders.

? Obtain a sign off. A sign off is a formal acceptance and approval of the change request and its deliverables from the customer or stakeholders. Obtaining a sign off can help to confirm that the change request has been completed successfully and satisfactorily and to close the change control process.

? Update and test the deliverable. The deliverable is the product or service that is produced or provided by the project. Updating and testing the deliverable can help to ensure that it meets the quality standards and criteria and that it works as expected after implementing the change request.

? Make an announcement on the company portal. The company portal is a platform or channel that allows internal communication and collaboration among employees within an organization. Making an announcement on the company portal can help to inform and update other team members or departments about the change request and its outcomes and to share any lessons learned or best practices from the change control process.

Part2:

? Risk register: A risk register is a document that identifies, analyzes, and records the potential risks or uncertainties that may affect a project. Updating the risk register can help to capture any new or modified risks that may arise from the change request and to plan and implement appropriate risk responses.

? Schedule: A schedule is a document that shows the planned start and end dates, durations, dependencies, and progress of each task or activity in a project. Updating the schedule can help to reflect any changes or adjustments to the project timeline or milestones that may result from the change request and to monitor and control the project performance and delivery.

? Statement of work: A statement of work (SOW) is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. Updating the SOW can help to document any changes or additions to the project scope or deliverables that may be requested or agreed upon by the customer or stakeholders and to ensure alignment and agreement on what needs to be done and how it will be done.

? Change log: A change log is a document that tracks and records any changes or modifications that are made to the project scope, schedule, cost, quality, or resources during a project. Updating the change log can help to document the change request, approval, implementation, and impact of each change and ensure traceability and transparency.

#### NEW QUESTION 5

When creating a project schedule, a project manager adds activities with zero duration. Which of the following describes these types of activities?

- A. Critical paths
- B. Resources
- C. Milestones
- D. Work breakdown structures

**Answer:** C

#### Explanation:

Milestones are activities with zero duration that are added to a project schedule by a project manager. Milestones are significant events or achievements in a project that mark the completion of a phase, deliverable, or task. Milestones can help to track and measure the progress and performance of a project and communicate it to stakeholders.

#### NEW QUESTION 6

Which of the following is a quality assurance tool?

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

**Answer:** B

#### Explanation:

Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks<sup>12</sup>

#### NEW QUESTION 7

Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

- A. Evaluating the project
- B. Releasing the resources
- C. Closing the contracts
- D. Reconciling the budget

**Answer:** A

#### Explanation:

Evaluating the project is an activity that should be used in the closing phase of a project to support the project triple constraint. This involves reviewing the project plan, deliverables, and outcomes to ensure they meet the project objectives and requirements. References: CompTIA Project+ Study Guide Section 4.4.4

#### NEW QUESTION 8

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

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

**Answer: B**

**Explanation:**

Infrastructure as a service (IaaS) is a cloud model that provides on-demand access to cloud-hosted physical and virtual servers, storage, and networking resources. IaaS customers can provision, configure, and use these resources as they would use on-premises hardware, but without the hassle of purchasing, installing, managing, and maintaining them. The cloud service provider owns, manages, and maintains the hardware and computing resources in its own data centers, and charges the customers based on their usage. IaaS is suitable for customers who need flexibility, scalability, and control over their IT infrastructure, and who want to avoid the high costs and complexity of owning and operating their own hardware. The other options are not correct because:

? Software as a service (SaaS) is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS customers do not need to install, update, or maintain the software, as the cloud service provider handles all the technical aspects. SaaS is suitable for customers who need to access common applications, such as email, office productivity, or customer relationship management, without worrying about the underlying infrastructure or platform.

? Data as a service (DaaS) is a cloud model that provides on-demand access to cloud-hosted data sources, such as databases, data warehouses, or data lakes. DaaS customers can query, analyze, and visualize the data, as well as integrate it with other applications or services, using APIs or web interfaces. DaaS is suitable for customers who need to leverage data from various sources, such as social media, IoT devices, or third-party providers, without having to store, manage, or process the data themselves.

? Platform as a service (PaaS) is a cloud model that provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS customers can use the platform's tools, frameworks, libraries, and services to create and deploy applications, without having to worry about the underlying infrastructure or software. PaaS is suitable for customers who need to develop, test, and deploy applications quickly and efficiently, and who want to take advantage of the cloud's scalability, reliability, and security features. References = IaaS vs. PaaS vs. SaaS; AWS Fundamentals: Understanding Compute, Storage, Database, Networking & Security; What are the different types of cloud computing?; What is Cloud Storage and How to Use It

**NEW QUESTION 9**

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

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

**Answer: B**

**Explanation:**

Obtaining approval for changes to software is crucial to ensure that the changes do not negatively impact other functionalities of the software. Approval processes typically involve a review that assesses the potential impacts of the change, which helps in mitigating risks associated with the change.

References = The answer is based on standard project management practices and the typical use of change control processes in software development. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

**NEW QUESTION 10**

A project is moving into the user acceptance testing phase. Several resources will be needed to execute different steps in the testing plan. Which of the following would be the best tool to allow the resources to remain at their desks and only react when needed?

- A. Ticketing system
- B. Videoconference
- C. Simple messaging system
- D. Corporate social media

**Answer: A**

**Explanation:**

A ticketing system is a tool that allows the project manager to assign, track, and manage tasks for the testing phase. A ticketing system can help the resources to remain at their desks and only react when needed, because they can receive notifications, updates, and feedback on their tickets through email or other channels. A ticketing system can also help the project manager to monitor the progress, quality, and issues of the testing phase, and to generate reports and metrics. A ticketing system is different from a videoconference, which is a tool that allows the project team to communicate and collaborate in real time through audio and video. A videoconference is not suitable for allowing the resources to remain at their desks and only react when needed, because it requires their active participation and attention. A ticketing system is also different from a simple messaging system, which is a tool that allows the project team to exchange text messages and files. A simple messaging system is not effective for assigning, tracking, and managing tasks for the testing phase, because it lacks the features and functions of a ticketing system, such as prioritization, categorization, status, and history. A ticketing system is also different from a corporate social media, which is a tool that allows the project team to share information and ideas through online platforms. A corporate social media is not appropriate for allowing the resources to remain at their desks and only react when needed, because it may not be secure, reliable, or professional for the testing phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Execution1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 10: Project Execution2; The 15 best collaboration tools for productive teams3

**NEW QUESTION 10**

A project sponsor is struggling to provide the latest project status information on a weekly executive call. Which of the following should be reviewed?

- A. Meeting cadence
- B. Gap analysis
- C. Dashboard
- D. Adoption training

**Answer: C**

**Explanation:**

A dashboard is a visual tool that displays key project metrics and indicators in a single view12. A dashboard can help a project sponsor to provide the latest



project status information on a weekly executive call by showing the project progress, budget, schedule, risks, issues, and milestones in a clear and concise way<sup>34</sup>. A dashboard can also facilitate communication, collaboration, and decision making among project stakeholders<sup>56</sup>. A dashboard should be reviewed and updated regularly to reflect the current state of the project<sup>7</sup>. References = CompTIA Project+ Certification Study Guide<sup>8</sup>, CompTIA Project+ Certification Exam Objectives<sup>9</sup>, Write a Project Status Report in 8 Steps + Template [2023] • Asana<sup>6</sup>, Project Status Reports: 9 Easy Steps & Examples [+ Template]<sup>7</sup>, How To Write a Project Status Report (Definition and Steps)<sup>8</sup>, How to Write a Project Status Report [Template Included] - Toggl<sup>9</sup>, What Is a Project Status? Definition and Key Terms - Indeed<sup>10</sup>

**NEW QUESTION 14**

An IT infrastructure change request needs to be implemented in the production environment. Which of the following elements are the most important prerequisites? (Select two).

- A. Rollback plans
- B. Project management plan
- C. Deployment plan
- D. Asset management plan
- E. Communication plan
- F. Resource management plan

**Answer:** AC

**Explanation:**

A rollback plan is a contingency plan that describes how to revert the system to its previous state in case the change fails or causes problems. A rollback plan is important to minimize the impact of a failed change and ensure the system's availability and functionality<sup>12</sup>.

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 standards<sup>34</sup>.

**NEW QUESTION 17**

A contractor attended a project meeting that was exclusively for company employees. Which of the following actions should the PM take?

- A. Escalate to vendor management.
- B. Consult the request for proposal.
- C. Review the meeting cadence.
- D. Reinforce the rules of engagement.

**Answer:** D

**Explanation:**

The rules of engagement are the guidelines and expectations that define the relationship between the contractor and the company. They may include topics such as communication, confidentiality, access, security, performance, and compliance. The project manager should reinforce the rules of engagement with the contractor to ensure that they understand and respect the boundaries and protocols of the company. This will help to avoid any potential conflicts, misunderstandings, or breaches of contract. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Project Stakeholder Management, p. 239; Contractor Rules of Engagement - Cox Enterprises, p. 1; Legal Considerations for Engaging Contractors | LegalVision

**NEW QUESTION 19**

Although a project was successfully released into production a month ago, a project manager continues to receive project-related work. Which of the following is the reason for this issue?

- A. The project manager did not release the resources.
- B. The project is in the verification testing phase.
- C. The project manager did not complete the project closure phase.
- D. The project manager did not remove access.

**Answer:** C

**Explanation:**

If a project manager continues to receive project-related work after the project has been released into production, it suggests that the project closure phase was not completed properly. The project closure phase involves several activities, including ensuring that all project deliverables are accepted, documenting the lessons learned, releasing project resources, and formally closing the project. If these activities are not completed, the project can remain 'open' in a sense, leading to continued work and inquiries.

References = The answer is based on standard project management practices and the importance of the project closure phase as described in project management literature. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources. Specific references to the closure phase can be found in the CompTIA Project+ PK0-005 Cert Guide<sup>1</sup> and the CompTIA Project+ Certification Exam Objectives<sup>2</sup>.

**NEW QUESTION 24**

Which of the following would be considered operational security?

- A. Mobile device compliance
- B. Background screening
- C. Multifactor authentication
- D. Facility access

**Answer:** D

**Explanation:**

Operational security (OPSEC) is a process that prevents sensitive information from getting into the wrong hands by viewing operations from the perspective of an adversary<sup>1</sup>. Facility access is a form of OPSEC that controls who can enter and exit a physical location where sensitive data or equipment is stored or processed. Facility access can include measures such as locks, alarms, badges, biometrics, guards, and cameras. The other options are not correct because:

? Mobile device compliance is a policy that ensures that mobile devices used by employees or contractors meet certain security standards and requirements, such as encryption, password protection, antivirus, and remote wipe. Mobile device compliance is not a form of OPSEC, but rather a form of data security or device

management.

? Background screening is a process that checks the criminal, financial, and employment history of a potential employee or contractor before hiring them.

Background screening is not a form of OPSEC, but rather a form of human resource management or risk mitigation.

? Multifactor authentication is a method that requires users to provide two or more pieces of evidence to verify their identity before accessing a system or service, such as a password, a code, a token, or a biometric. Multifactor authentication is not a form of OPSEC, but rather a form of access control or identity management. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; What is Operational Security? The Five-Step Process, Best Practices, and More

#### NEW QUESTION 26

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

**Answer:** D

#### 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.

#### NEW QUESTION 30

A global franchise requests that a company provide a solution to unify its operation worldwide. Additionally, the company would like the solution to provide operation reports in real time without asking the country franchise manager for these reports. Which of the following cloud models would the company suggest to the global franchise?

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

**Answer:** D

#### Explanation:

SaaS, or Software as a Service, is a 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 franchise<sup>123</sup>. References = 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

#### NEW QUESTION 35

Which of the following provides the best justification for undertaking a project?

- A. Scope statement
- B. Business case
- C. Sponsor request
- D. Project charter

**Answer:** B

#### Explanation:

A business case provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. A business case is essential for demonstrating the value of the project and securing the approval and funding from the governance. A business case is different from a scope statement, which defines the project boundaries and deliverables; a sponsor request, which initiates the project idea and seeks support; and a project charter, which authorizes the project and assigns the project manager. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; What is business case? | APM

#### NEW QUESTION 39

A project manager is assigned an initiative in a highly regulated industry that requires employees to safeguard certain pieces of PII. Which of the following is the best approach for the project manager to keep the information confidential?

- A. Encryption
- B. Multifactor authentication
- C. Quality assurance
- D. Password protection

**Answer:** A

#### Explanation:

Encryption is the process of transforming data into an unreadable format that can only be accessed by authorized parties who have the decryption key. Encryption is the best approach for the project manager to keep the PII confidential, as it protects the data from unauthorized access during storage and transmission<sup>12</sup>.

#### NEW QUESTION 42

After determining the appropriate maintenance window, which of the following should occur NEXT in the operational infrastructure change process?

- A. Implement the change.
- B. Approve the test plan.
- C. Notify customers.
- D. Develop a rollback plan.

**Answer:** D

#### Explanation:

The project manager should develop a rollback plan next after determining the appropriate maintenance window in the operational infrastructure change process. A rollback plan is a contingency plan that describes how to revert to the previous state of the system or infrastructure in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact and risk of the change and ensure business continuity and stability.

#### NEW QUESTION 43

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.

**Answer:** A

#### 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.

#### NEW QUESTION 45

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

**Answer:** C

#### 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. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management<sup>2</sup>; Vendor Rules of Engagement<sup>3</sup>

#### NEW QUESTION 50

A new project team started work three months ago. The team members are increasing their work productivity and are comfortable asking for help with tasks. Which of the following describes the current stage of the project team?

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

**Answer:** D

#### Explanation:

The current stage of the project team is norming, which is the third stage of the five stages of team development. In this stage, the team members have resolved their conflicts and differences, and have established a sense of cohesion and collaboration. They are more productive, supportive, and cooperative, and they follow the agreed norms and rules of the team. They also communicate effectively and seek feedback and assistance from each other. The norming stage is preceded by the forming stage, where the team members get to know each other and the project goals, and the storming stage, where the team members experience disagreements and challenges. The norming stage is followed by the performing stage, where the team members work efficiently and autonomously towards the project outcomes, and the adjourning stage, where the team members complete the project and celebrate their achievements. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 11: Team Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 11: Team Management<sup>2</sup>; The 5 Stages of Team Development (Including Examples)<sup>3</sup>

#### NEW QUESTION 54

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



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

**Answer:** C

**Explanation:**

A formal contract is a legal document that defines the terms and conditions of the agreement between the project parties, such as the scope, schedule, budget, quality, deliverables, roles and responsibilities, payment methods, and dispute resolution mechanisms. A formal contract is essential for external projects, especially when there is an exchange of money involved, to protect the interests and rights of both parties and to ensure mutual understanding and compliance. A formal contract is different from a business requirement, which is a statement of the needs and expectations of the customer or stakeholder for the project outcome. A formal contract is also different from a client statement of work, which is a document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the project vendor or contractor. A formal contract is also different from a project charter, which is a document that authorizes the project and provides the high-level information about the project objectives, scope, stakeholders, and project manager. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management<sup>2</sup>; 11 Essential Documents To Use as a Project Manager<sup>3</sup>

**NEW QUESTION 58**

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

**Answer:** A

**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 track<sup>1</sup>. 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.

**NEW QUESTION 62**

Which of the following tools should a project manager use to assess the activities performed, work effort applied, and the productivity of a project?

- A. Project status report
- B. Project evaluation review
- C. Project management software
- D. Requirements traceability matrix

**Answer:** B

**Explanation:**

A project evaluation review is a tool that helps a project manager assess the activities performed, work effort applied, and the productivity of a project. It involves collecting and analyzing data on the project's performance, outcomes, and impacts. It also provides feedback and recommendations for improvement and learning. A project evaluation review can be done at different stages of the project life cycle, such as during or after completion. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Project Evaluation and Assessment; CompTIA Project+ Certification Exam Objectives, Domain 4: Project Closure, Objective 4.1: Conduct project closure activities.

**NEW QUESTION 66**

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

**Answer:** D

**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 component<sup>12</sup>.

**NEW QUESTION 71**

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

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

**Answer:** A

**Explanation:**

A rollback plan is a part of the project management plan that defines how to revert the system to its previous state or baseline if the change or migration fails or causes unacceptable impacts<sup>1</sup>. A rollback plan is different from a contingency plan, which is a plan to deal with a specific risk event that may or may not occur<sup>2</sup>. A release plan and a deployment plan are not relevant to the scenario, as they are used to plan and execute the delivery and installation of the system, not to undo them. Therefore, the correct answer is

A. Rollback plan.

**NEW QUESTION 73**

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

**Answer:** A

**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 operations<sup>1</sup>. 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 plan<sup>2</sup>.

**NEW QUESTION 78**

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

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

**Answer:** C

**Explanation:**

The project manager should have identified and assessed the building owner as a key stakeholder in the initiation phase, and understood their expectations and requirements for the application. This would have helped to avoid the conflict over the corporate colors and the delay in testing. Stakeholder identification and assessment is an important process in the initiation phase, as it helps to define the project scope, objectives, and success criteria, and to establish a communication plan<sup>12</sup>. References = CompTIA Project+ PK0-005 Certification Study Guide,

**NEW QUESTION 82**

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

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

**Answer:** B

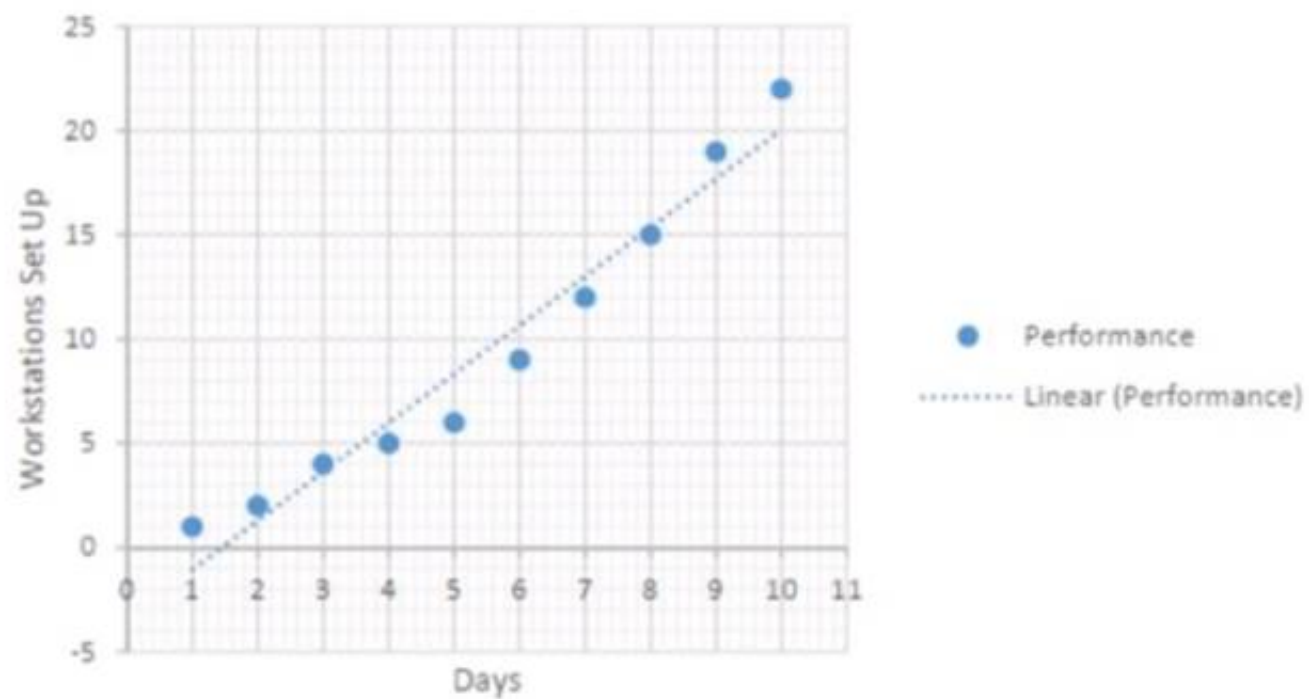
**Explanation:**

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

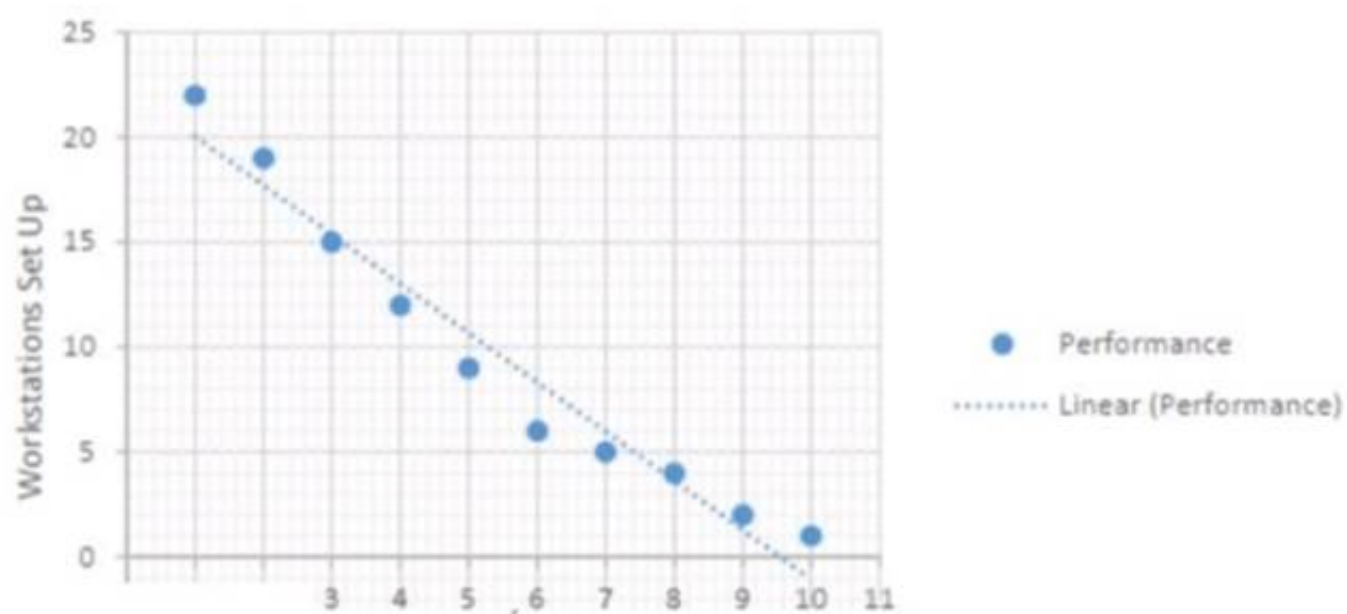
**NEW QUESTION 83**

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

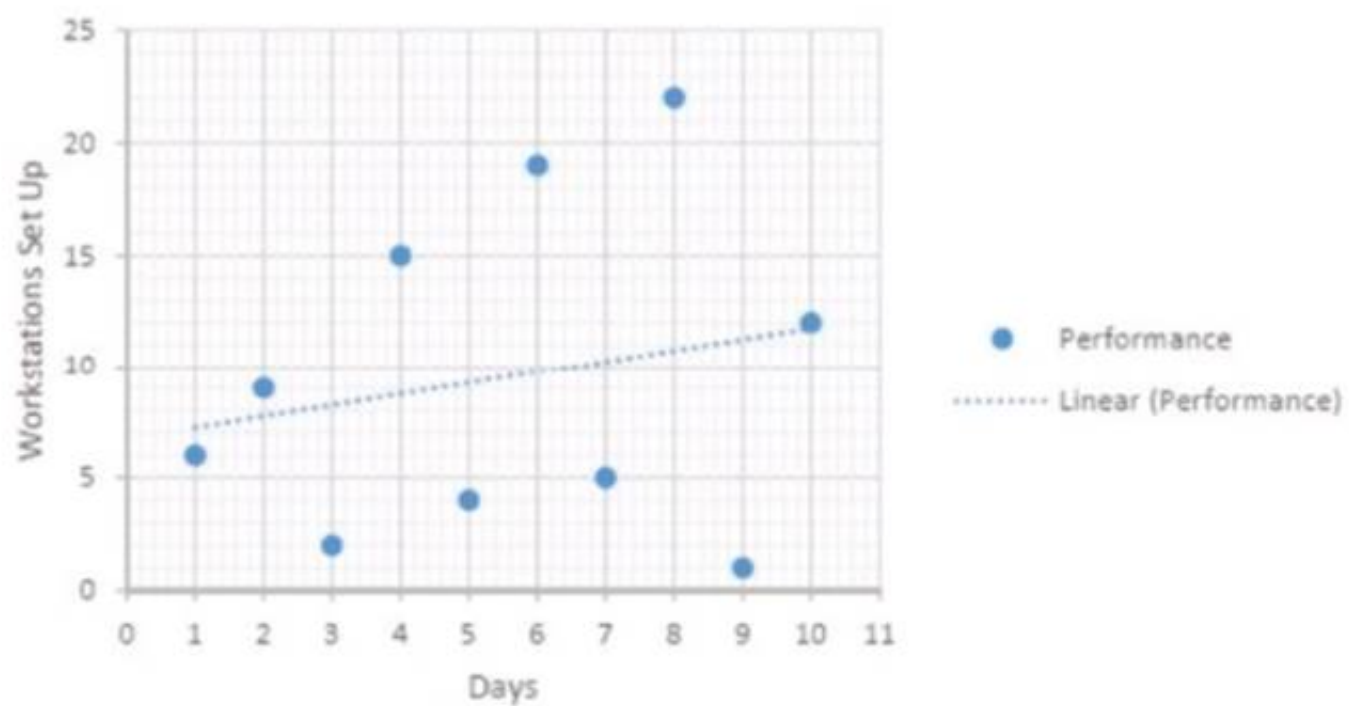
A)



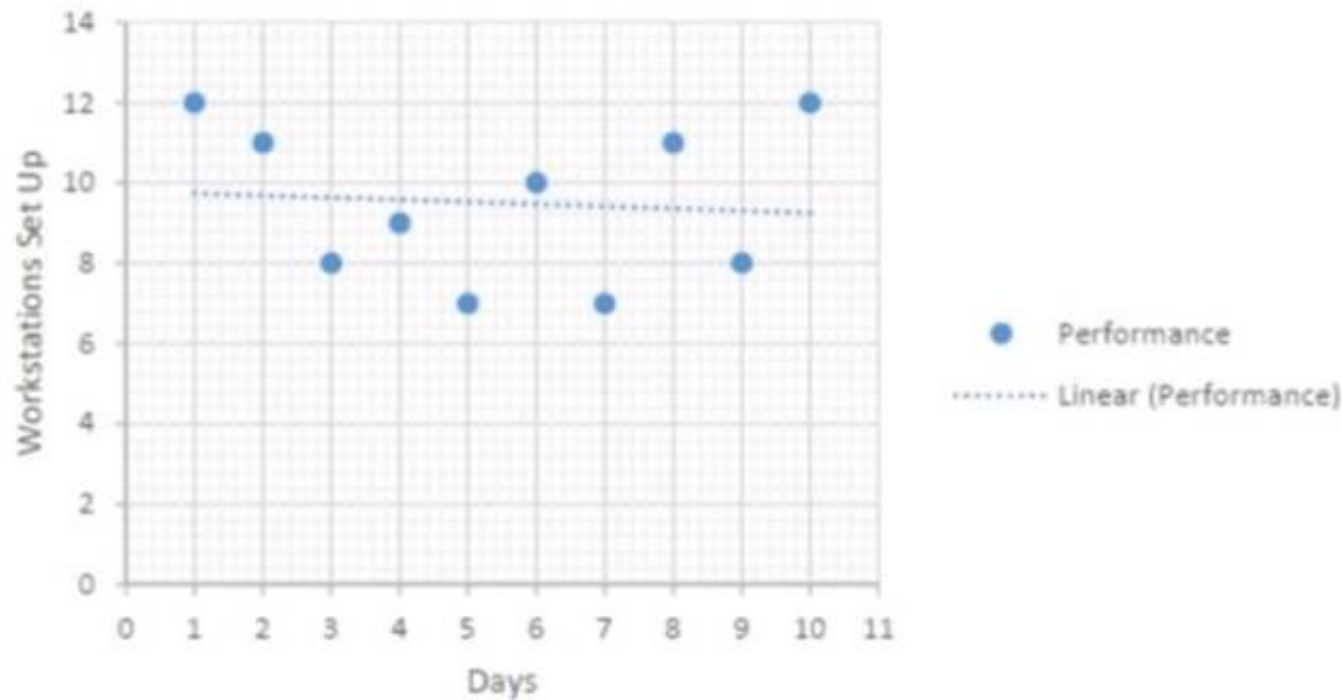
B)



C)



D)



- A. Option A
- B. Option B
- C. Option C
- D. Option D

**Answer: C**

**Explanation:**

Option C shows a graph that most likely represents the observed relationship in this scenario. The graph shows a learning curve, which is a graphical representation of the relationship between a learner's performance on a task and the number of attempts or time required to complete the task. The learning curve theory proposes that a learner's efficiency in a task improves over time the more the learner performs the task. In this case, the IT intern was able to complete more set-ups in less time as they gained more experience and proficiency over the two-week rotation<sup>12</sup>

**NEW QUESTION 84**

For an upcoming project kickoff, a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

- A. Resource plan
- B. Organizational chart
- C. Project charter
- D. RACI chart

**Answer: D**

**Explanation:**

A RACI chart would be the most useful option for the project manager to illustrate roles for major project activities for an upcoming project kickoff. A RACI chart is a visual representation of a RACI matrix that shows who is responsible, accountable, consulted, and informed for each task or activity in a project using a table format. A RACI chart can help to communicate and document the roles and expectations of each team member and stakeholder for the project and ensure alignment and agreement.

**NEW QUESTION 88**

Following a successful release, a project manager sent a survey to all stakeholders to gain an understanding of opportunity areas for the team. Which of the following can use the survey results as an input?

- A. Daily stand-up
- B. Project momentum
- C. Performance feedback
- D. Meeting minutes

**Answer: C**

**Explanation:**

The project manager can use the survey results as an input for performance feedback for the project team members. Performance feedback is a process of providing constructive and timely information on the performance of individuals or teams in relation to project goals and expectations. Performance feedback can help to motivate, improve, and recognize project team members<sup>345</sup>

The survey results can be used as an input for performance feedback. Performance feedback involves analyzing and evaluating the performance of the project team and project management against the project plan, including identifying areas for improvement. The survey results can help identify these areas for improvement and provide feedback to the project team on their performance. References: CompTIA Project+ Study Guide Section 4.1.1

**NEW QUESTION 93**

A project manager makes a company-wide announcement about the successful completion of a project and thanks team members. Which of the following is the project manager doing?

- A. Bringing attention to the project sponsor
- B. Sharing lessons learned
- C. Collecting feedback
- D. Celebrating the team's hard work



**Answer:** D

**Explanation:**

A project manager who makes a company-wide announcement about the successful completion of a project and thanks team members is doing the following: Celebrating the team's hard work: This is the correct answer, as the project manager is acknowledging the efforts and contributions of the team members and showing appreciation and recognition for their performance<sup>12</sup>.  
 Bringing attention to the project sponsor: This is not the correct answer, as the project manager is not highlighting the role or involvement of the project sponsor, who is the person who provides the resources and authority for the project.  
 Sharing lessons learned: This is not the correct answer, as the project manager is not discussing the successes, challenges, or best practices of the project, which are part of the lessons learned process.  
 Collecting feedback: This is not the correct answer, as the project manager is not soliciting any input or opinions from the team members or other stakeholders, which are part of the feedback process.

**NEW QUESTION 96**

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

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

**Answer:** D

**Explanation:**

The project manager and team should review assumptions and constraints for input to the risk register during the planning phase of a project. Assumptions are statements that are considered to be true for the purpose of planning, but may or may not be valid in reality. Constraints are factors that limit the project scope, time, cost, quality, or resources. Both assumptions and constraints can introduce risks to the project, which are uncertain events or conditions that can have a positive or negative impact on the project objectives. The risk register is a document that records the identified risks, their causes, impacts, probabilities, responses, owners, and status. Reviewing assumptions and constraints can help the project manager and team identify, analyze, prioritize, and plan for the potential risks that may affect the project<sup>12</sup>.  
 The other options are not the correct activities that the team should do during the planning phase of a project. Identifying and assessing stakeholders (option A) is an activity that is done during the initiating phase of a project, not the planning phase. Stakeholders are individuals or groups that have an interest or influence in the project, and their identification and assessment is important to define the project scope, objectives, and success criteria, and to establish a communication plan<sup>12</sup>. Holding daily status meetings (option B) is an activity that is done during the executing and monitoring and controlling phases of a project, not the planning phase. Daily status meetings are short and frequent meetings where the project team members report on their progress, issues, and plans for the next day. Daily status meetings can help the project manager track the project performance, resolve problems, and communicate updates<sup>12</sup>. Removing access and planning the project sign-off (option C) is an activity that is done during the closing phase of a project, not the planning phase. Removing access is a security measure to ensure that the project resources do not have access to the project systems, data, or assets after the project is completed. Planning the project sign-off is a process to obtain the formal acceptance and approval of the project deliverables from the stakeholders and customers<sup>12</sup>.

**NEW QUESTION 101**

Given the following information:

Task	Sequence	Duration
A	B,C	10
B	D,E	15
C	F	10
D	G	20
E	G	10
F	H,I	15
G	J	5
H	J	10
I	J	20
J	END	5

Which of the following represents the critical path of the project?

- A. A-C-F-I-J
- B. A-C-F-H-J
- C. A-B-D-G-J
- D. A-B-E-G-J

**Answer:** C

**Explanation:**

The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is  $S = LF - EF$  or  $S = LS - ES$ . A task with zero slack is on the critical path. The calculations are as follows:

Task | Duration | ES | EF | LS | LF | S  
 A | 10 | 0 | 10 | 0 | 10 | 0  
 B | 15 | 10 | 25 | 10 | 25 | 0  
 C | 10 | 10 | 20 | 10 | 20 | 0  
 D | 20 | 25 | 45 | 25 | 45 | 0  
 E | 10 | 25 | 35 | 35 | 45 | 10  
 F | 15 | 20 | 35 | 30 | 45 | 10  
 G | 5 | 45 | 50 | 45 | 50 | 0  
 H | 10 | 35 | 45 | 40 | 50 | 5  
 I | 20 | 35 | 55 | 30 | 50 | -5  
 J | 5 | 50 | 55 | 50 | 55 | 0

Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack (such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

### NEW QUESTION 103

Which of the following offers administrators more direct control over operating systems?

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

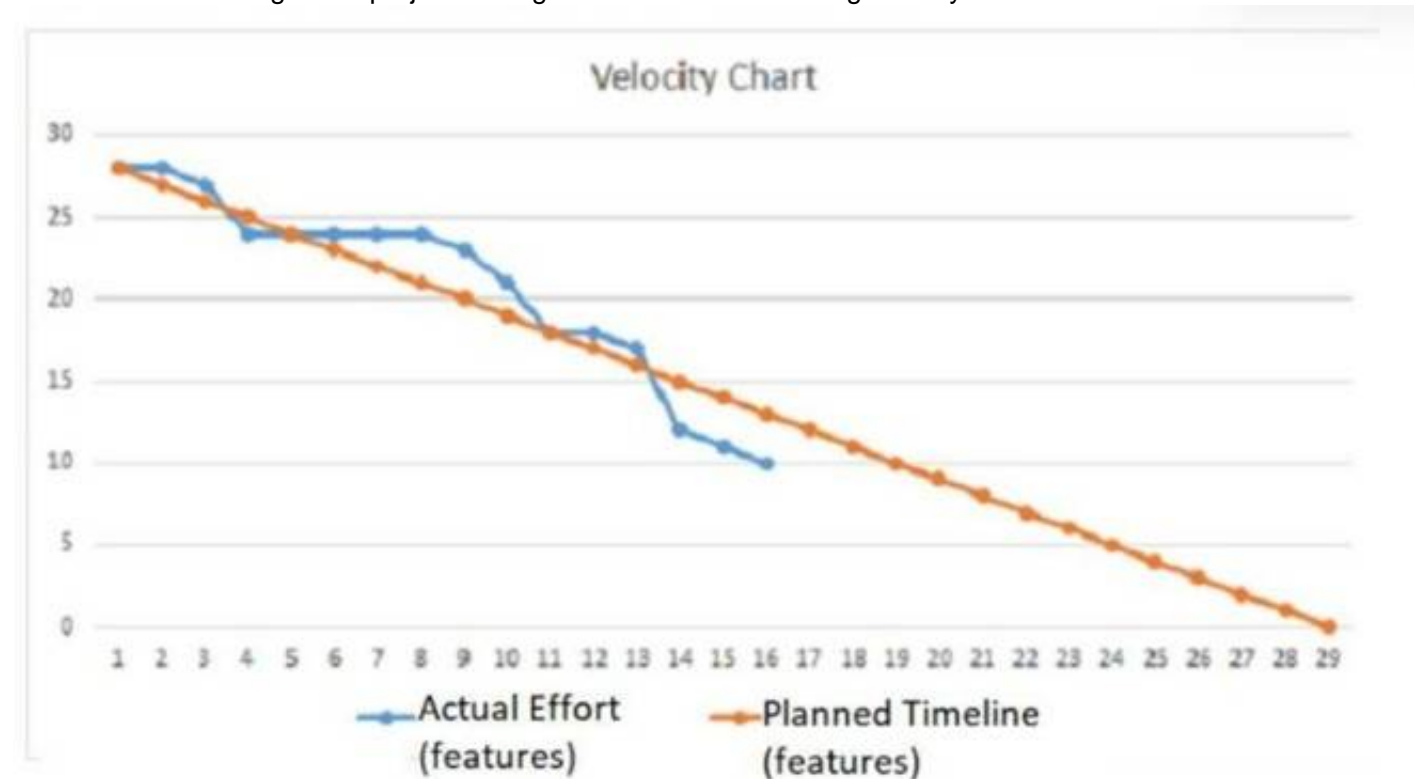
**Answer:** A

#### Explanation:

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

### NEW QUESTION 106

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



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

**Answer:** C

#### Explanation:

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

### NEW QUESTION 109

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

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

**Answer:** D

#### Explanation:

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

**NEW QUESTION 112**

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

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

**Answer: D**

**Explanation:**

An RFP (request for proposal) is a document that solicits proposals from potential vendors for a specific project or service. An RFP typically describes the project scope, requirements, evaluation criteria, and instructions for submitting proposals. An RFP is the best document for the company to use to obtain and compare information on cabling services and costs from various vendors, as it allows the company to evaluate the vendors' qualifications, experience, approach, and pricing<sup>12</sup>.

**NEW QUESTION 114**

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

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

**Answer: C**

**Explanation:**

A project schedule is an artifact that shows the sequence, duration, and dependencies of the project activities, as well as the resources assigned to each activity. A project schedule helps the project team understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. A project schedule can also help monitor and control the project progress and performance<sup>1</sup>.

**NEW QUESTION 116**

Which of the following PRINCE2 processes includes creating the project plan?

- A. Starting up a project
- B. Initiating a project
- C. Managing product delivery
- D. Directing a project

**Answer: B**

**Explanation:**

According to PRINCE2, a project management methodology, the process of initiating a project includes creating the project plan, which is a high-level plan that covers the whole project scope, schedule, budget, quality, and risks. The project plan is based on the project brief, the business case, and the product descriptions. The project plan is used to obtain the authorization from the project board to initiate and execute the project. The project plan is also refined and updated throughout the project life cycle as more information becomes available.

The other processes are not directly involved in creating the project plan. Starting up a project is a pre-project process that ensures the project is viable and worthwhile, and produces the project brief and the initiation stage plan. Managing product delivery is a process that coordinates the delivery of products from the team managers to the project manager, and ensures that the work conforms to the quality criteria and the project plan. Directing a project is a process that enables the project board to oversee and control the project, and make key decisions and approvals. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management<sup>2</sup>; PRINCE2 Processes - 7 Processes Of PRINCE2 Explained<sup>3</sup>; 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)<sup>4</sup>

**NEW QUESTION 118**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 122**

An opportunity emerged in the middle of a project life cycle. Which of the following is the BEST action for the project manager to take?

- A. Exploit the risk.
- B. Accept the risk.

- C. Avoid the risk.
- D. Transfer the risk.

**Answer:** A

**Explanation:**

The project manager should exploit the risk after an opportunity emerged in the middle of a project life cycle. Exploit is a risk response strategy that aims to increase the probability and/or impact of a positive risk or opportunity. Exploit can involve actions such as allocating more resources, changing the scope or schedule, or adding more features or benefits to the project deliverables. Exploit can help to ensure that the opportunity is realized and that the project gains more value or advantage from it<sup>3</sup>

**NEW QUESTION 124**

Which of the following would be best to utilize when managing communications for project teams across multiple time zones?

- A. Business collaboration tool
- B. Email
- C. Virtual meetings
- D. Enterprise CMS

**Answer:** A

**Explanation:**

A business collaboration tool is a software that enables teams to communicate, share, and create together online. A business collaboration tool can help project teams across multiple time zones to overcome the challenges of distance, time differences, and cultural diversity. A business collaboration tool can provide features such as instant messaging, video conferencing, file sharing, document editing, project management, and more. A business collaboration tool can also integrate with other applications and platforms that the project team uses. A business collaboration tool can improve the efficiency, productivity, and quality of the project team's work<sup>12</sup>. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 137; The 15 best collaboration tools for productive teams - Workable; 17 Best Business Collaboration Tools for Teams - Venngage

**NEW QUESTION 129**

During a quality analysis review, the causes of several issues have been highlighted. Which of the following should the project manager use to identify the MOST important causes?

- A. Ishikawa diagram
- B. Scatter diagram
- C. Pareto chart
- D. Decision tree

**Answer:** C

**Explanation:**

The Pareto chart should be used to identify the most important causes of issues during a quality analysis review. The Pareto chart is a graphical representation of the frequency and impact of different causes, helping to identify the most common and impactful causes. References: CompTIA Project+ Study Guide Section 3.3.3

**NEW QUESTION 131**

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.

**Answer:** B

**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.

**NEW QUESTION 135**

Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

- A. Kanban board
- B. Pareto chart
- C. Ishikawa diagram
- D. Decision tree

**Answer:** C

**Explanation:**

An Ishikawa diagram is a tool that the project team should use to find the cause of the defects associated with project deliverables. An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a graphical tool that shows the possible causes of a problem or effect using a fishbone-like structure. An Ishikawa diagram can help to identify and analyze the root causes of defects or issues and find solutions to prevent or eliminate them.



#### NEW QUESTION 138

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 139

The project team determines that software installation can only begin after the desktops have been installed and can be powered on. Which of the following dependencies does this represent?

- A. External
- B. Internal
- C. Mandatory
- D. Discretionary

**Answer:** C

#### Explanation:

The dependency between software installation and desktop installation is a mandatory dependency. A mandatory dependency is a type of dependency that is inherent in the nature or logic of the work and cannot be avoided or changed. It is also known as a hard dependency or a hard logic dependency. A mandatory dependency means that one task must be completed before another task can start or finish. For example, software installation can only start after desktop installation is finished.

The dependency between desktop installation and software installation represents a mandatory dependency. A mandatory dependency is a type of task dependency that is inherent in the nature of the work being performed. In this case, software installation cannot begin until desktops are installed and powered on, and therefore, the dependency is mandatory. References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1: Identify the project management processes and the interactions between them.

#### NEW QUESTION 141

A project manager receives an escalation from an external group reporting that an expected deliverable should have been available some time ago. After analysis, the project team realizes the deliverable was provided on time. Which of the following should the project manager do next?

- A. Request a change control ticket.
- B. Review the schedule plan.
- C. Refine the project documentation.
- D. Revise the communication plan.

**Answer:** D

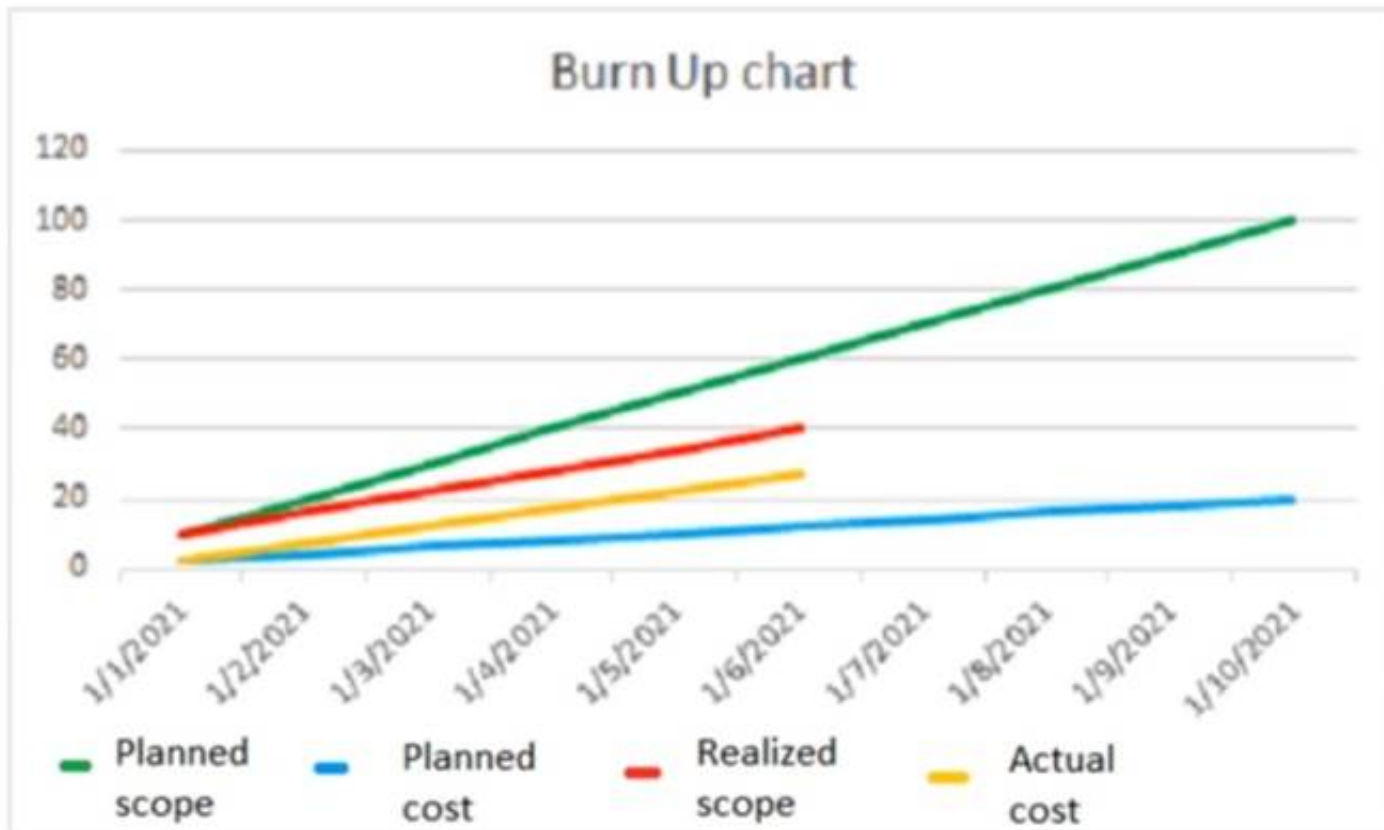
#### Explanation:

When a project manager receives an escalation about a deliverable that was actually provided on time, it indicates a communication issue. The next step should be to revise the communication plan to ensure that all stakeholders are properly informed about project progress and deliverables in the future. This helps to prevent misunderstandings and ensures that everyone has the correct information.

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

#### NEW QUESTION 146

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

**Answer: A**

**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.

**NEW QUESTION 150**

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 155**

During an agile project, a team member checked the project artifacts in order to anticipate when all the work should have been completed. Which of the following charts was the team member most likely consulting?

- A. Pareto chart
- B. Milestone chart
- C. Burndown chart
- D. Gantt chart

**Answer: C**

**Explanation:**

A burndown chart is a visual representation of the remaining work versus the time required to complete it<sup>1</sup>. It is commonly used by agile teams to track the progress of each iteration or sprint and to forecast the project completion date<sup>2</sup>. A burndown chart shows the ideal work remaining line and the actual work remaining line, which can help the team identify any deviations or impediments and adjust accordingly<sup>1</sup>. A burndown chart is different from a Pareto chart, which shows the frequency of different causes of problems; a milestone chart, which shows the key events and deliverables of a project; and a Gantt chart, which shows the dependencies and durations of tasks in a project<sup>3</sup>. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects Part 2, page 173; Burndown Chart: What Is It & How to Use One for Agile - ProjectManager, Introduction and Components of a Burndown Chart sections; Burndown Chart: What it is, How to Use it, Example [2023] • Asana, Introduction and What is a burndown chart? sections.

**NEW QUESTION 158**

During a brainstorming meeting, a project manager identifies multiple techniques that will help the project team ensure confidence and alignment with the project

scope and goals. Which of the following plans is the project manager creating?

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 160**

In a functional organization, a project has been completed successfully. Which of the following actions would the project manager MOST likely perform?

- A. Assemble a new project with existing resources.
- B. Obtain the final report from release management.
- C. Notify the functional manager that resources are released.
- D. Allocate resources in a different project

**Answer: C**

**Explanation:**

The project manager should notify the functional manager that resources are released after completing a project successfully in a functional organization. A functional organization is a type of organizational structure where employees are grouped by their functions or specialties, such as finance, marketing, or engineering. In a functional organization, the functional manager has more authority and control over the resources than the project manager. Therefore, the project manager should inform the functional manager when the resources are no longer needed for the project and can be reassigned to other tasks or projects.

**NEW QUESTION 164**

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

**Answer: B**

**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 successfully<sup>1</sup>. 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 closed<sup>2</sup>.

**NEW QUESTION 169**

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

**Answer: B**

**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  $9 \text{ days and } \$3,000 + 1 \text{ day and } \$200 = 10 \text{ days and } \$3,200$ .

**NEW QUESTION 172**

Given the following velocity chart:



Which of the following updates on the project status should the Scrum master provide to the senior management team?

- A. The project utilized all of its available reserve.
- B. The project has scope creep.
- C. The project deviated from the critical path.
- D. The project is trending ahead of schedule.

**Answer: D**

**Explanation:**

A velocity chart is a tool used in agile project management to track the progress and performance of a project team over time. It shows the number of features or user stories completed in each iteration or sprint. The planned timeline line represents the expected or ideal velocity, while the actual effort line shows the actual or achieved velocity. By comparing the two lines, the Scrum master can identify any gaps, trends, or issues in the project delivery. Based on the image, the most likely update that the Scrum master can provide to the senior management team is D. The project is trending ahead of schedule. This is because the actual effort line is above the planned timeline line for most of the time, indicating that the project team is completing more features than expected in each sprint. This means that the project is ahead of schedule and has a positive velocity variance.

**NEW QUESTION 176**

The quarterly financial report displays losses from a project even though the project was completed successfully several weeks ago. Which of the following actions should the project manager perform next?

- A. Remove access.
- B. Complete the project sign-off.
- C. Release the resources.
- D. Outline the lessons learned.

**Answer: B**

**Explanation:**

The project sign-off is the formal acceptance of the project deliverables by the client, stakeholder, or customer. It also marks the closure of the project and the release of the final payment. If the project sign-off is not completed, the project may still incur costs and liabilities, which can explain the losses in the financial report. Therefore, the project manager should complete the project sign-off as soon as possible to avoid further losses.

**NEW QUESTION 180**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 185**

The high-level technical requirements for a new application state that the application should be suitable to support enterprise-level client-server solutions. Which of the following meets these requirements?

- A. Data warehouse
- B. SQL database
- C. Multitier architecture



D. Content management system

**Answer:** C

**Explanation:**

Multitier architecture is a type of software architecture that is suitable to support enterprise-level client-server solutions. Multitier architecture divides an application into logical layers or tiers that are distributed among different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. Multitier architecture can provide benefits such as scalability, performance, security, maintainability, and reusability for complex and large-scale applications.

**NEW QUESTION 189**

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

**Answer:** B

**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. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing Projects, p. 333-334.

**NEW QUESTION 191**

A customer requests some changes to a product, and those changes are approved by the CCB. Which of the following should be changed first?

- A. ROI
- B. KPI
- C. RACI
- D. SOW

**Answer:** D

**Explanation:**

The SOW (statement of work) is a document that defines the scope, deliverables, schedule, and resources of a project. It is a contractual agreement between the buyer and the seller that should be changed first when there are approved changes to the product. Changing the SOW will ensure that the project expectations and requirements are updated and aligned with the customer's requests. The other options are not documents that need to be changed first, but rather metrics or tools that can be used to measure or manage the project. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Develop a project scope document.

**NEW QUESTION 196**

Which of the following BEST identifies the intent and purpose of a project closeout report?

- A. To provide documentation of lessons learned
- B. To document variances from the initial project baseline
- C. To validate that a project has been successfully completed
- D. To release resources and terminate all access rights

**Answer:** C

**Explanation:**

To validate that a project has been successfully completed. The intent and purpose of a project closeout report is to validate that a project has been successfully completed and to summarize the goals, objectives, and outcomes of the project, as well as the lessons learned and the feedback from stakeholders. A project closeout report is a document that is submitted at the end of a project to officially conclude it and release the resources and contracts involved. It is useful for evaluating the project's success and improving the performance of future projects<sup>12</sup>

**NEW QUESTION 199**

After a release, the project sponsor received an escalation from an executive about the extension of the downtime after the scheduled window. Which of the following should be added to the issue log?

- A. Continuous integration
- B. Rollback plan
- C. Customer notification
- D. Automated testing

**Answer:** C

**Explanation:**

Customer notification should be added to the issue log after receiving an escalation from an executive about the extension of the downtime after the scheduled window. Customer notification is a communication activity that informs the customers about any issues or changes that may affect their satisfaction or expectations. Customer notification can help to maintain trust, transparency, and goodwill with the customers and prevent any negative impacts on their business operations or experience.

#### NEW QUESTION 200

Which of the following would be MOST beneficial to do before a call to ensure all meeting items are addressed and the correct participants attend?

- A. Assign action items to attendees.
- B. Distribute an agenda.
- C. Email the minutes from the previous meeting.
- D. Schedule a convenient time.

**Answer: B**

#### Explanation:

The project manager should distribute an agenda before a call to ensure all meeting items are addressed and the correct participants attend. An agenda is a document that outlines the purpose, topics, and objectives of a meeting. It also includes information such as date, time, duration, location, attendees, and roles. Distributing an agenda can help to prepare the participants for the meeting, set clear expectations, and facilitate a productive and focused discussion<sup>12</sup>

#### NEW QUESTION 201

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

**Answer: C**

#### 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 properly<sup>1</sup>.

#### NEW QUESTION 202

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

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 204

A project manager sent equipment to a global project team for testing purposes. Only 70% of the project team received the equipment for testing. Which of the following considerations is impacting the rest of the team?

- A. Quality assurance
- B. Organizational branding restrictions
- C. State privacy acts
- D. Country legal regulations

**Answer: D**

#### Explanation:

Country legal regulations. Country legal regulations are impacting the rest of the team that did not receive the equipment for testing. Country legal regulations are rules and laws that govern how businesses operate in different countries. They may include aspects such as customs, tariffs, taxes, import and export restrictions, data protection, intellectual property rights, and environmental standards. Country legal regulations can affect the delivery and use of equipment for a global project team and may require compliance with different procedures and documentation<sup>3</sup>

#### NEW QUESTION 209

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.

**Answer: C**

#### 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.

**NEW QUESTION 211**

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.

**Answer:** C

**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 consideration<sup>12</sup>.

**NEW QUESTION 215**

A project manager identifies stakeholders who will be impacted when a new product is delivered to the company. The project manager notices that more stakeholders will be positively impacted than negatively impacted. Which of the following actions should the project manager take?

- A. List both positively and negatively impacted stakeholders.
- B. Update the communication plan with the new findings.
- C. List the negatively impacted stakeholders only.
- D. List the positively impacted stakeholders only.

**Answer:** B

**Explanation:**

When a project manager identifies stakeholders who will be impacted by the delivery of a new product, it is important to update the communication plan to reflect these findings. This ensures that all stakeholders are informed about the project's progress and how it may affect them, fostering transparency and managing expectations.

References = The answer is based on standard project management practices and the typical use of communication plans in stakeholder management. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

**NEW QUESTION 216**

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

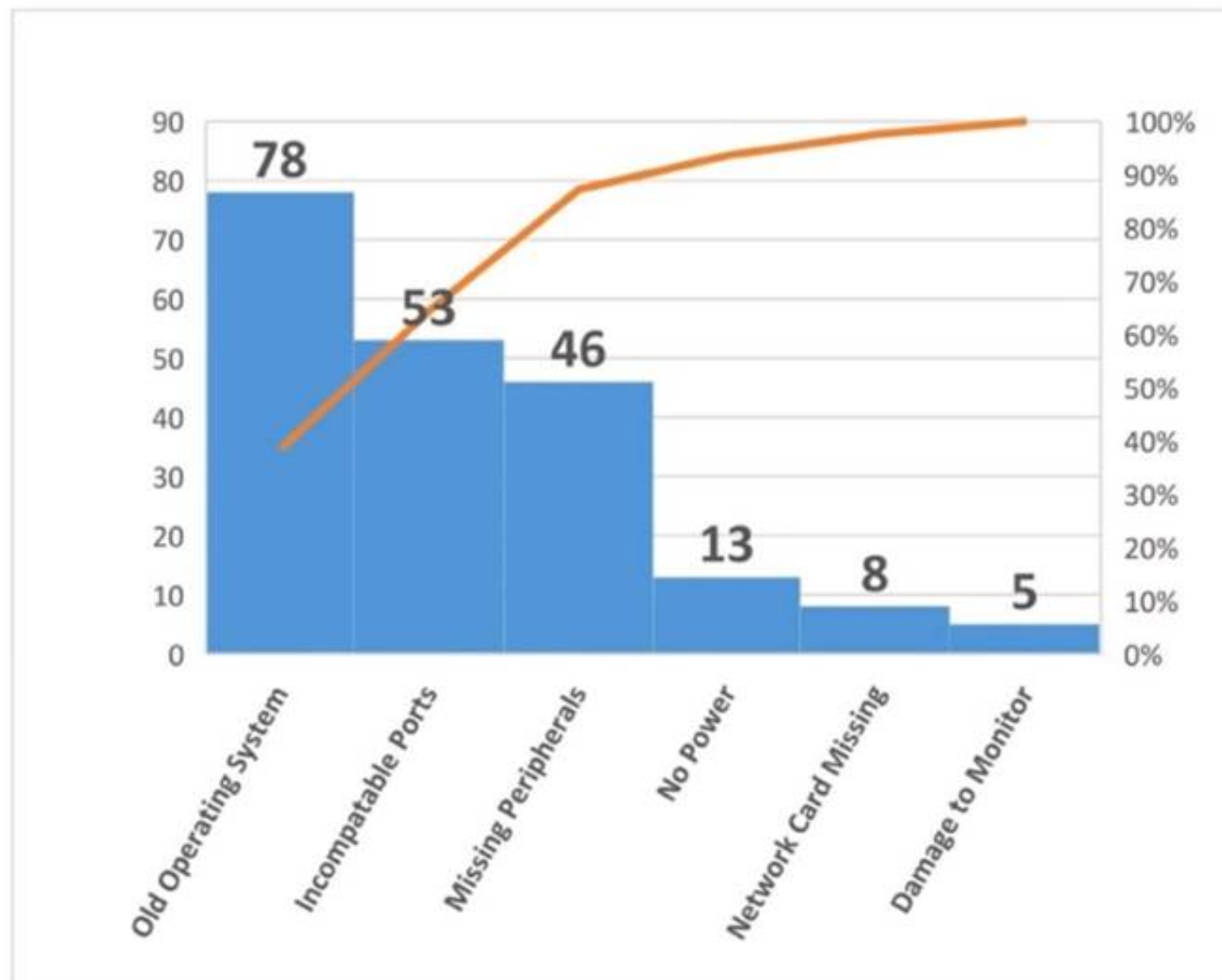
**Answer:** B

**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. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management<sup>2</sup>; What is Operational Security (OPSEC)?<sup>3</sup>

**NEW QUESTION 221**

A project team was instructed to refurbish old desktops. The following provides the details of the issues observed:



Which of the following issues should be addressed FIRST?

- A. Replace missing peripherals because this process can be easy and less costly.
- B. An old operating system issue has the most amount of occurrences.
- C. Damage to the monitor has the highest percentage.
- D. Address each issue as discovered to avoid rework.

**Answer: C**

**Explanation:**

The project manager should address the issue of damage to the monitor first because it has the highest percentage (40%) among the issues observed. This means that it is the most frequent and severe issue that affects the quality and functionality of the refurbished desktops. Addressing this issue first can help to improve customer satisfaction, reduce rework, and avoid waste.

**NEW QUESTION 222**

A third party needs to perform a short-term task for which the duration cannot be accurately estimated and the cost cannot be calculated in advance. Which of the following should the project manager put in place before work begins?

- A. Time and materials contract
- B. Master service agreement
- C. Fixed-price contract
- D. Statement of work
- E. Cost-plus agreement

**Answer: A**

**Explanation:**

The project manager should put in place a time and materials contract before work begins for a third party that needs to perform a short-term task for which the duration cannot be accurately estimated and the cost cannot be calculated in advance. A time and materials contract is a type of contract where the buyer pays the seller based on the actual time spent and materials used during the project. A time and materials contract is suitable for projects that have uncertain or variable scope, duration, or cost. A time and materials contract can provide flexibility and adaptability for both parties and allow them to adjust to changing requirements or circumstances.

**NEW QUESTION 226**

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