

CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam



NEW QUESTION 1

A project manager buys an extended warranty for a set of servers. Which of the following risk management strategies is the manager using?

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

Answer: A

Explanation:

Transfer is a risk management strategy that involves shifting the responsibility or impact of a risk to a third party, such as an insurance company, a vendor, or a contractor¹. By buying an extended warranty for a set of servers, the project manager is transferring the risk of server failure or malfunction to the warranty provider, who will cover the cost of repair or replacement in case of a risk event. This way, the project manager reduces the exposure and liability of the project to the risk, while still retaining some level of accountability and oversight². References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 8: Planning Projects Part 4, page 245; 4 Risk Management Strategies for Successful Project Execution, Risk transferring section; How to Manage Project Risk: A 5-Step Guide, Risk treatment section.

NEW QUESTION 2

Which of the following aspects are true of agile as compared to waterfall? (Select two).

- A. Agile works through larger integrated teams.
- B. Agile promotes project manager ownership over deliverables.
- C. Agile reinforces the importance of comprehensive documentation.
- D. Agile has more customer involvement throughout development.
- E. Agile is more flexible to allow for changes in scope.
- F. Agile is comprised of well-defined phases.

Answer: DE

Explanation:

Agile is a project management methodology that emphasizes customer collaboration, feedback, and adaptation throughout the project life cycle. Agile teams work in short iterations, called sprints, and deliver working increments of the product or service to the customer for review and approval. Agile teams can also respond to changing requirements and priorities by adjusting the scope, schedule, or quality of the project¹². Waterfall, on the other hand, is a project management methodology that follows a linear and sequential process, where each phase of the project must be completed before moving on to the next one. Waterfall teams work with a fixed scope, schedule, and quality, and deliver the final product or service to the customer at the end of the project. Waterfall teams have less customer involvement and flexibility during the project development³⁴.

NEW QUESTION 3

A PM needs to calculate the progress of the whole project scope for a presentation to the sponsor. Which of the following is the first document the PM should update?

- A. Project network diagram
- B. Gantt chart
- C. Issue log
- D. Risk report

Answer: B

Explanation:

A gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A gantt chart can help a project manager to calculate the progress of the whole project scope by comparing the planned and actual start and finish dates of each task, as well as the percentage of completion and the critical path. A gantt chart is also a useful tool for communicating the project status and performance to the sponsor and other stakeholders. Therefore, the first document that the project manager should update to calculate the progress of the whole project scope is the gantt chart. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management²; What Is a Gantt Chart? 7 Examples for Project Management³

NEW QUESTION 4

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

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

Answer: EF

Explanation:

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

NEW QUESTION 5

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

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

Answer: B

Explanation:

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

NEW QUESTION 6

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 7

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

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

Answer: C

Explanation:

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

NEW QUESTION 8

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 results¹. 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 9

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

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

Answer: D

Explanation:

A finish-to-start relationship is a type of logical dependency between two tasks, in which the first task must be completed before the second task can start. In this scenario, the document containing information about how the new system will interact with other systems within the organization is a prerequisite for the configuration of the system in development. Therefore, the document writing task must finish before the configuration task can start, which is a finish-to-start relationship. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management²

NEW QUESTION 10

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

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

Answer: A

Explanation:

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

NEW QUESTION 10

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 13

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 17

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

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

Answer: AC

Explanation:

A rollback plan is a contingency plan that describes how to revert the system to its previous state in case the change fails or causes problems. A rollback plan is important to minimize the impact of a failed change and ensure the system's availability and functionality¹².

A deployment plan is a document that outlines the steps and procedures for implementing the change in the production environment. A deployment plan is important to ensure the change is executed smoothly, efficiently, and securely, and that the system meets the expected performance and quality standards³⁴.

NEW QUESTION 18

A project manager, who finished a project some time ago, keeps receiving questions from another project manager who is currently leading a similar project. Which of the following is the most likely cause of this situation?

- A. The retrospective session feedback was not communicated properly.
- B. The project resources were released ahead of time.
- C. The documentation was not archived as per the PMO standards.
- D. The validation of deliverables is running behind schedule.

Answer: C

Explanation:

Archiving project documentation is an important process to ensure that the project information is stored, retrieved, and updated in a consistent and efficient manner¹. It also helps to meet legal requirements, enable long-term analysis, and support new projects and team members¹. If the documentation was not archived as per the PMO standards, it would be difficult for the current project manager to find the relevant documents and learn from the previous project. This would cause the current project manager to keep asking questions to the previous project manager, who may not have all the answers or may not be available. Therefore, the most likely cause of this situation is that the documentation was not archived as per the PMO standards. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; How to Archive a Completed Project: A Guide for PMOs, Introduction and Benefits sections.

NEW QUESTION 20

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

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

Answer: C

Explanation:

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

NEW QUESTION 22

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 26

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 Guide¹ and the CompTIA Project+ Certification Exam Objectives².

NEW QUESTION 27

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 adversary¹. 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 29

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 31

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

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

Answer: A

NEW QUESTION 33

Which of the following BEST describes how an organization should coordinate management of multiple related projects?

- A. Apply the SDLC process.
- B. Establish a program.
- C. Consult the CCB.

D. Use different frameworks

Answer: B

Explanation:

The BEST way to coordinate management of multiple related projects is to establish a program. A program is a group of related projects that are managed together to achieve specific strategic business objectives. References: CompTIA Project+ Study Guide Section 2.2.1

The organization should establish a program to coordinate management of multiple related projects. A program is a group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A program can help to align multiple projects with strategic goals, optimize resources and risks, and deliver value to stakeholders.

NEW QUESTION 38

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 transmission¹².

NEW QUESTION 42

A company is creating a new technology. The company is concerned that the project details could be compromised if a cloud service is used, and another company could launch the technology before the current projected delivery. Which of the following can the company do to minimize this risk?

- A. Use an on-premises project management scheduling tool.
- B. Limit access to members of the project team.
- C. Mandate overtime to get the project completed sooner.
- D. Ensure all team members have signed a non-disclosure agreement.

Answer: B

Explanation:

Limiting access to members of the project team is a way to minimize the risk of compromising the project details if a cloud service is used. This means that only authorized and trusted individuals can access, view, modify, or share the project information stored in the cloud. Limiting access can prevent unauthorized access, data leakage, cyberattacks, or espionage from external parties who might want to steal or sabotage the new technology. Limiting access can also reduce the risk of human error, negligence, or misconduct from internal parties who might accidentally or intentionally expose or misuse the project information¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 143; Cloud Security Risks and How to Mitigate Them | Cloud Academy; Cloud Security: How to Secure Your Data in the Cloud | Kaspersky; Cloud Security: Best Practices for Securing Cloud Computing | Cloud Security Alliance

NEW QUESTION 46

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

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

Answer: A

NEW QUESTION 50

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

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

Answer: D

Explanation:

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

NEW QUESTION 52

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 track¹. The other options are not likely to take place during a Scrum ceremony, as they are either part of the initial project planning or outside the scope of Scrum.

NEW QUESTION 53

Which of the following is a typical characteristic of Scrum?

- A. Large teams
- B. Low-risk scope
- C. Self-organized team
- D. Well-defined scope

Answer: C

Explanation:

A self-organized team is a typical characteristic of Scrum, which is an agile framework for managing complex projects. A self-organized team is a group of motivated and skilled individuals who have the autonomy and authority to make decisions and collaborate on how to deliver the project goals. A self-organized team does not rely on a manager or a leader to assign tasks, monitor progress, or resolve issues. Instead, a self-organized team uses Scrum events, such as daily stand-ups, sprint planning, sprint review, and sprint retrospective, to coordinate their work, communicate with each other, and inspect and adapt their process and product¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 2: Project Methodologies, p. 55; Scrum Characteristics - Scrumversity; What is Scrum? | Scrum.org; Characteristics of a Great Scrum Team | Scrum.org

NEW QUESTION 58

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

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

Answer: BDF

Explanation:

The closing phase of a project involves finalizing all project activities, delivering the project deliverables, releasing the project resources, and closing out the project accounts. Some of the activities that are performed during this phase are¹²:

- Recognizing project team efforts and rewarding team members. This is an important activity to acknowledge the contributions of the project team, celebrate the project success, and motivate the team members for future projects. Recognition and rewards can be given in various forms, such as certificates, bonuses, gifts, or feedback.
- Revoking resource credentials from the system. This is a security measure to ensure that the project resources, such as staff, contractors, vendors, or consultants, do not have access to the project systems, data, or assets after the project is completed. Revoking credentials can prevent unauthorized access, data breaches, or misuse of project resources.
- Informing the functional manager about the release of resources. This is a communication activity to notify the functional manager, who is responsible for the allocation and management of resources, that the project resources are no longer needed and can be reassigned to other projects or tasks. Informing the functional manager can help to optimize the resource utilization, avoid resource conflicts, and plan for future resource needs.

References = CompTIA Project+ PK0-005 Certification

NEW QUESTION 60

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

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

Answer: B

Explanation:

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

NEW QUESTION 61

During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase.

Which of the following actions should the Program manager take?

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

Answer: D

Explanation:

The program manager should schedule a call with the vendor PM and vendor executive to review the statement of work (SOW), which is a document that defines the scope, deliverables, timeline, quality, and payment terms of the project. The program manager should clarify the expectations and criteria for user acceptance testing (UAT), which is a process of verifying that the system meets the user's requirements and expectations. The program manager should also discuss the reasons for the UAT failure and the corrective actions needed to resolve the issues. The program manager should not approve the invoice until the UAT is successfully completed, as this would compromise the quality and value of the project. The program manager should also not escalate the issue or work on a compromise without first reviewing the SOW and communicating with the vendor¹².

NEW QUESTION 62

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

- A. Rational Unified Process
- B. Waterfall
- C. Agile
- D. DevOps

Answer: C

Explanation:

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

NEW QUESTION 63

A project manager is eager to define access requirements during the initiation phase of a project. Which of the following steps should the project manager perform first?

- A. Define the WBS.
- B. Develop a RAM.
- C. Manage the vendors.
- D. Assess the resource pool.

Answer: D

Explanation:

This answer is based on the best practice of defining access requirements in project management, which is to identify the roles, responsibilities, and permissions of the project team members and other stakeholders who need to access the project information, resources, and deliverables¹². The first step in this process is to assess the resource pool, which is the availability and capability of the human resources that can be assigned to the project³⁴. By assessing the resource pool, the project manager can determine the skills, experience, and security clearance of the potential project team members, as well as their reporting relationships, communication preferences, and expectations⁵⁶. This information can help the project manager to define the access requirements for each role and stakeholder group, and to assign the appropriate level of access to the project data, documents, tools, and systems⁷⁸. References = CompTIA Project+ Certification Study Guide⁹, CompTIA Project+ Certification Exam Objectives¹⁰, What is Requirements Management?, How to Write Project Requirements, A Guide to Functional Requirements, Project Requirements Management: A Quick Guide, Creating clear project requirements, How to Define Project Roles and Responsibilities

NEW QUESTION 64

While developing a project charter, a PM discovers that some of the legal requirements have not been addressed during the project concept preparation, which could result in significant financial penalties against the organization. The PM knows that implementation of appropriate changes is costly and will exceed the budget and scope of the project. Which of the following should the PM do FIRST?

- A. Escalate the finding to the change control board.
- B. Add a risk to the risk register for validation.
- C. Consult the RACI matrix to identify ownership of the risk.
- D. Have a meeting with the project sponsor and main stakeholders.

Answer: D

Explanation:

The project manager should have a meeting with the project sponsor and main stakeholders first after discovering that some of the legal requirements have not been addressed during the project concept preparation. The project sponsor and main stakeholders are the key decision-makers and influencers of the project. They have the authority and responsibility to approve or reject any changes to the project scope, budget, or schedule. Having a meeting with them can help to communicate the issue, assess the impact, explore alternatives, and seek guidance on how to proceed with the project³⁴.

NEW QUESTION 67

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

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

Answer: B

Explanation:

When a project team lacks hands-on experience and decides to involve a third-party vendor for product development, the first document to expedite is a Request for Proposal (RFP). An RFP outlines the project requirements and asks potential vendors to submit proposals detailing how they would meet those requirements and at what cost. This allows the project manager to evaluate the capabilities and offerings of different vendors before making a decision.
References = CompTIA Project+ Certification Study Guide (PK0-005)

NEW QUESTION 70

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 71

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

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

Answer: D

Explanation:

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

NEW QUESTION 74

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

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

Answer: BE

Explanation:

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

NEW QUESTION 79

A PM has identified all the resources involved in a project. The next step is to identify which resources are responsible for which tasks. Which of the following should be used to document this information?

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

Answer: B

Explanation:

The RACI (Responsible, Accountable, Consulted, Informed) matrix is used to document which resources are responsible for which tasks. The RACI matrix is a tool that helps to clarify roles and responsibilities on a project. It assigns a level of responsibility to each resource involved in the project. References: CompTIA Project+ Study Guide Section 3.4.

The project manager should use a RACI matrix to document which resources are responsible for which tasks. A RACI matrix is a type of responsibility assignment matrix

(RAM) that plots the roles and responsibilities of resources on a project team. RACI stands for Responsible, Accountable, Consulted, and Informed. A RACI matrix can help to clarify who does what on a project, avoid confusion and duplication of work, and improve communication and collaboration among team members.

NEW QUESTION 83

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

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

Answer: C

Explanation:

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

NEW QUESTION 87

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

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

Answer: B

Explanation:

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

NEW QUESTION 92

A project manager will conduct a release on the third Friday of the month. The project manager has notified users that the application will be unavailable for eight hours. Hence, users need to save any information in advance. Which of the following is the project manager most likely conducting?

- A. Application deployment
- B. Rollback plans
- C. Validation checks
- D. Maintenance window schedules

Answer: A

Explanation:

Application deployment typically involves making a software application available for use, often involving downtime or unavailability of the application. The description of the project manager notifying users about the application being unavailable for a certain period aligns with standard practices during deployment phases. The other options, such as rollback plans, validation checks, and maintenance window schedules, although important, do not directly indicate the action of making an application available for use, as described in the scenario.

NEW QUESTION 97

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

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

Answer: D

Explanation:

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

NEW QUESTION 100

A project manager queries stakeholders to identify the right communication channel to be used during the project life cycle. After reviewing the responses, the project manager reports that 70% of the stakeholders prefer email communication, and the rest prefer face- to-face communication. The project manager should update the stakeholder register with:

- A. the preferred sponsor's communication channel.
- B. the preferred project manager's communication channel.
- C. the preferred reported communication channel.
- D. email communication as the preferred communication channel.

Answer: C

Explanation:

This answer is based on the best practice of stakeholder management, which is to identify and document the communication preferences of each stakeholder or stakeholder group¹². The project manager should update the stakeholder register with the information gathered from the stakeholder analysis, which includes the preferred communication channel for each stakeholder³. The preferred reported communication channel reflects the majority preference of the stakeholders, as well as the minority preference of the face-to-face communicators. The project manager should use this information to plan and execute effective communication throughout the project life cycle⁴. References = CompTIA Project+ Certification Study Guide⁵, CompTIA Project+ Certification Exam Objectives⁶, Stakeholder Register in Project Management¹, What is a Stakeholder Register?², How to Develop a Stakeholder Register³

NEW QUESTION 101

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

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

Answer: B

Explanation:

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

The other processes are not directly involved in creating the project plan. Starting up a project is a pre-project process that ensures the project is viable and worthwhile, and produces the project brief and the initiation stage plan. Managing product delivery is a process that coordinates the delivery of products from the team managers to the project manager, and ensures that the work conforms to the quality criteria and the project plan. Directing a project is a process that enables the project board to oversee and control the project, and make key decisions and approvals. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; PRINCE2 Processes - 7 Processes Of PRINCE2 Explained³; Initiating a Project Process – This process is the procedure which defines the product quality, Project Product, project timeline, costs, the commitment of resources, risk analysis, and assembles the Project Initiation Documentation (PID)⁴

NEW QUESTION 106

A risk management team for a software project decided to outsource the development of a specific portion of a system due to a lack of internal resources. Which of the following risk responses does this demonstrate?

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

Answer: B

Explanation:

Outsourcing the development of a system component due to a lack of internal resources is a risk response strategy known as 'transfer.' This approach shifts the risk to a third party who will now be responsible for managing that portion of the project. It is commonly used when an organization does not have the expertise or capacity to handle specific risks internally.

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

NEW QUESTION 109

Which of the following is the best example of a breach of physical security?

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

Answer: D

Explanation:

A breach of physical security is an unauthorized access or damage to physical assets, such as equipment, data, or personnel. Project documentation that is only kept on a removable device is the best example of a breach of physical security, because it exposes sensitive information to theft, loss, or corruption. If the removable device is not encrypted or protected, anyone who obtains it can access the project documentation and compromise the project integrity, confidentiality, or availability. Therefore, project documentation should be stored in a secure location, backed up regularly, and protected by access controls and encryption.

The other options are not examples of physical security breaches, but rather logical or administrative security breaches. System user IDs being used by multiple individuals is a violation of the principle of least privilege and accountability, which could lead to unauthorized access or misuse of system resources. Printers that do not request user authentication is a lack of proper access control, which could allow unauthorized printing or retrieval of confidential documents. Developers having full access to both development and production environments is a violation of the principle of separation of duties and environments, which could introduce errors, conflicts, or malicious code into the production system. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management²; Types of Security Breaches: Physical and Digital³

NEW QUESTION 112

While working in a collaborative, online brainstorming session, team members send private messages to the facilitator about challenges understanding others when they are speaking due to accents and background noises. Which of the following should the facilitator do to overcome the challenges?

- A. Instruct the team members to set their speakers to maximum volume and mute their microphones.
- B. Require everyone to turn on their cameras and use the same background filter.
- C. Encourage the use of the chat and use plain language when speaking.
- D. Allow one person to speak at a time after receiving acknowledgment from the facilitator.

Answer: C

Explanation:

Using the chat and plain language can help overcome the communication barriers caused by accents and background noises. Chat allows team members to write down their ideas and questions, which can be easier to understand than spoken words. Plain language reduces the ambiguity and complexity of the messages, making them more clear and concise. These techniques can also enhance the participation and engagement of the team members, as they can express their thoughts and opinions more comfortably and confidently. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Communication and Change Management, p. 97-98.

NEW QUESTION 114

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

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

Answer: D

Explanation:

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

NEW QUESTION 115

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 119

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

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

Answer: AD

Explanation:

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

NEW QUESTION 124

Halfway through a project, the sponsor states that the project is taking too long to complete. Which of the following should the project manager consult?

- A. Gantt chart
- B. Maintenance window schedule
- C. Functional requirements
- D. Test results

Answer: A

Explanation:

The project manager should consult a Gantt chart after the sponsor states that the project is taking too long to complete. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. A Gantt chart can help to monitor and control the project timeline and identify any delays, variances, or issues that may affect the project completion.

NEW QUESTION 129

A PM is responsible for implementing a new customer relationship management system and has learned that the sales organization is reluctant to utilize the new system. The organization's reluctance could jeopardize the success of the project. Which of the following steps should be taken to understand the adoption issues and gain organizational acceptance of the initiative? (Select TWO).

- A. Train users on the proper use of the system.
- B. Escalate the issue to the CCB
- C. Hold sessions to understand user challenges.
- D. Track system usage and report user activity.
- E. Log the issue in the project risk register.
- F. Create a memorandum of acceptable use.

Answer: CD

Explanation:

The project manager should hold sessions to understand user challenges and track system usage and report user activity. These steps will help the project manager to identify the root causes of the adoption issues and monitor the progress of the system utilization. They will also help to communicate with the sales organization and provide feedback and support¹²

NEW QUESTION 132

A project manager is overseeing the implementation of a major upgrade to a critical ERP system. The project sponsor is requiring that the upgrade should not exceed more than three hours of downtime for the implementation and validation in production. During cutover, the team runs into a validation issue after 2.5 hours, and the process is only 70% through the validation steps Which of the following actions should the project manager take?

- A. Notify customers the downtime will take longer than expected.
- B. Add new team members to help speed up validation.
- C. Begin executing the rollback plan.
- D. Record the issue and proceed with the implementation.

Answer: C

Explanation:

When a critical ERP system upgrade encounters a validation issue and is at risk of exceeding the allotted downtime, the project manager should begin executing the rollback plan. This action is taken to ensure that the system can be restored to its previous state without exceeding the downtime limit, thus minimizing the impact on the business operations.

NEW QUESTION 134

During a kickoff call, a project was rejected by the legal department due to the risk of violating new legislation. Which of the following was applied?

- A. Awareness of the local environment
- B. Awareness of the brand value
- C. Awareness of the resource constraints
- D. Awareness of the company's mission

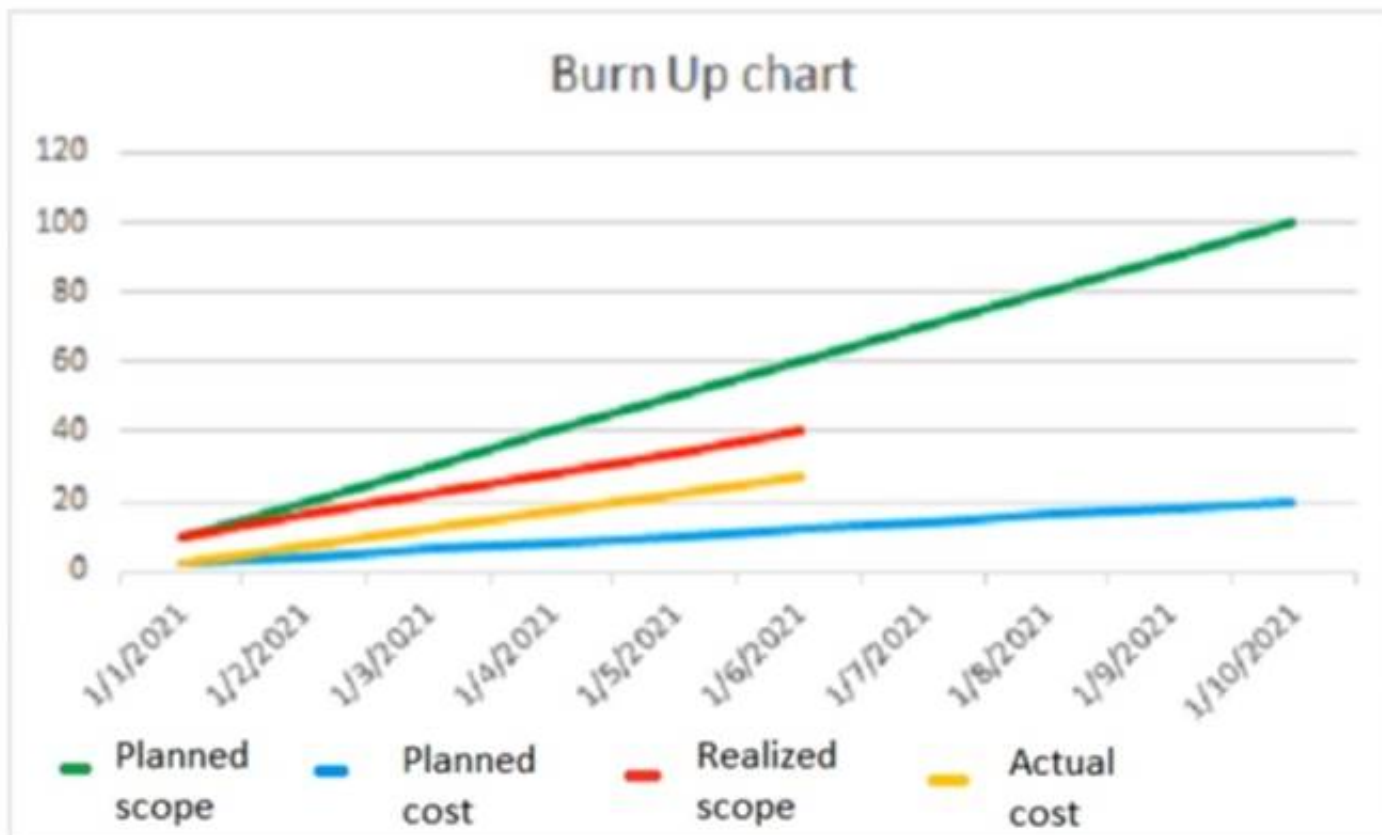
Answer: A

Explanation:

Awareness of the local environment refers to the understanding of the external factors that may affect the project, such as legal, regulatory, social, cultural, economic, and environmental aspects¹. In this case, the legal department applied this awareness to identify the potential risk of violating new legislation and rejected the project accordingly. This shows that the legal department was concerned about the compliance and reputation of the organization and the project in the local context. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 1: Project Management Concepts, page 17; Incorporating environmentalism into project management, Abstract and Definition of Terms sections.

NEW QUESTION 137

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 140

A project is executed to migrate all data to a single system following the merger of two companies. The team validates that system performance will not be impacted. Which of the following did the team perform?

- A. Regression testing
- B. Smoke testing
- C. Stress testing
- D. Automation testing

Answer: C

Explanation:

Stress testing is a type of performance testing that evaluates how a system behaves under extreme load conditions, such as high volume of data, concurrent users, or transactions¹². Stress testing can help to identify the system's breaking point, bottlenecks, and resource limitations, and to ensure that the system can recover from failures and maintain its functionality³⁴. In this case, the team performed stress testing to validate that system performance will not be impacted by migrating all data to a single system following the merger of two companies. This implies that the team simulated a high amount of data transfer and processing, and measured the system's response time, throughput, availability, and reliability under such load. Stress testing is better than the other options because:
 ? Regression testing is a type of functional testing that verifies that a system's existing features and functionality are not affected by a change or an update⁵⁶. Regression testing does not focus on system performance or load conditions, but rather on system correctness and quality.
 ? Smoke testing is a type of functional testing that checks the basic functionality and stability of a system before performing more detailed and comprehensive testing⁷⁸. Smoke testing does not measure system performance or load conditions, but rather ensures that the system is ready for further testing.
 ? Automation testing is a technique of using software tools or scripts to execute test cases and compare the actual results with the expected results⁹¹⁰. Automation testing is not a specific type of testing, but rather a way of performing testing. Automation testing can be applied to various types of testing, including

stress testing, regression testing, and smoke testing.

References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Stress Testing?1, Stress Testing: A Complete Guide2, What is Regression Testing?3, Regression Testing: A Complete Guide4, What is Smoke Testing?5, Smoke Testing: A Complete Guide6, What is Automation Testing?7, Automation Testing: A Complete Guide8

NEW QUESTION 143

A financial manager reports that several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Which of the following could MOST likely be the cause of this issue?

- A. A project manager assigned the wrong resources.
- B. A project manager did not release the resources
- C. A project manager did not remove the system access.
- D. A project manager did not provide the project sign-off.

Answer: B

Explanation:

A project manager did not release the resources. A project manager not releasing the resources could most likely be the cause of this issue where several employees' allocations from the past month appear to be 200% even though they are only assigned to a particular project. Releasing resources is a process of freeing up or reallocating any human or material resources that were used for a project after its completion or closure. Releasing resources can help to update the resource availability and utilization records and avoid any conflicts or errors in resource allocation or reporting.

NEW QUESTION 147

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 152

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 it1. It is commonly used by agile teams to track the progress of each iteration or sprint and to forecast the project completion date2. 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 accordingly1. 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 project3. 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 157

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 158

Which of the following contract types in project procurement has the highest risk for the buyer?

- A. Time and material
- B. Cost-plus
- C. Fixed-price
- D. Unit price

Answer: B

Explanation:

A cost-plus contract is a type of contract where the buyer agrees to reimburse the seller for the actual costs of the work plus a fee, which can be fixed, percentage, incentive, or award based. This type of contract has the highest risk for the buyer because the buyer has no control over the cost or quantity of the work and the seller has little incentive to control the costs or complete the work efficiently. The seller may inflate the costs or prolong the work to increase the fee. The buyer may end up paying much more than the estimated budget or the market value of the work. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 9: Project Procurement Management; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.3: Execute procurement activities.

NEW QUESTION 160

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 163

A stakeholder works in a remote location and has not been replying to emails. The Internet service in that location is intermittent, and the stakeholder prefers to be contacted by telephone. Which of the following artifacts should the project manager have prepared to avoid this situation?

- A. Responsibility assignment matrix
- B. Acceptable communication channels
- C. Risk registry
- D. Staff directory

Answer: B

Explanation:

The project manager should have prepared acceptable communication channels to avoid the situation of a stakeholder not replying to emails due to intermittent Internet service. Acceptable communication channels are methods or modes of communication that are agreed upon by all parties involved in a project. They may include aspects such as email, phone call, text message, video conference, instant message, or face-to-face meeting. Acceptable communication channels can help to ensure that messages are delivered and received effectively and efficiently and that communication preferences and limitations are respected.

NEW QUESTION 166

Which of the following should be the PRIMARY basis for establishing metrics that measure the effectiveness of an information security program?

- A. Residual risk
- B. Regulatory requirements
- C. Risk tolerance
- D. Control objectives

Answer: D

Explanation:

Control objectives are the desired outcomes or goals of implementing security controls to mitigate risks and protect information assets. Control objectives should be the primary basis for establishing metrics that measure the effectiveness of an information security program, as they align with the business objectives, requirements, and expectations of the organization and its stakeholders. Metrics based on control objectives can help to evaluate the performance, efficiency, and maturity of the security program, and to identify gaps, issues, and areas for improvement. The other options are not correct because:

? Residual risk is the remaining risk after applying security controls. Residual risk is not a basis for establishing metrics, but rather a result of measuring the effectiveness of security controls. Residual risk should be monitored and reported, but it does not define the desired outcomes or goals of the security program.
? Regulatory requirements are the external standards, laws, and regulations that the organization must comply with to avoid legal or financial penalties. Regulatory requirements are not a basis for establishing metrics, but rather a constraint or a driver for the security program. Metrics based on regulatory requirements can help to demonstrate compliance, but they may not reflect the actual effectiveness or efficiency of the security program.
? Risk tolerance is the level of risk that the organization is willing to accept or bear.

Risk tolerance is not a basis for establishing metrics, but rather a factor or an input for the security program. Metrics based on risk tolerance can help to prioritize and allocate resources, but they may not measure the actual outcomes or goals of the security program. References = Key Performance Indicators for Security Governance, Part 1; 14 Cybersecurity Metrics + KPIs You Must Track in 2023; KPIs in Information Security: The 10 Most Important Security Metrics; Why metrics are crucial to proving cybersecurity programs' value; Implementing and Maintaining Security Program Metrics

NEW QUESTION 170

SIMULATION

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


INSTRUCTIONS


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

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


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

Select the Appropriate Tool




 View Sponsor Email

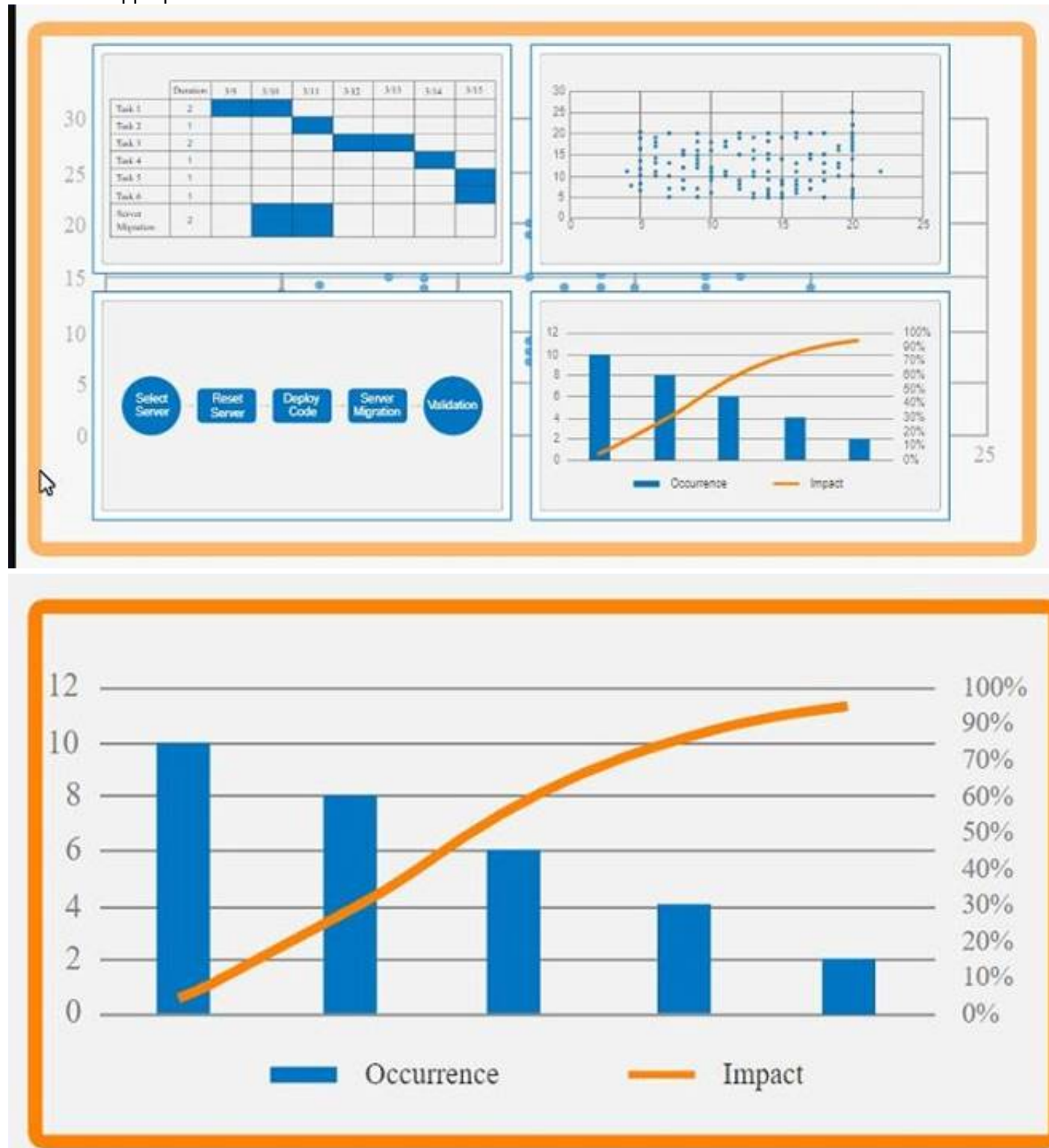
Server Migration Engineers



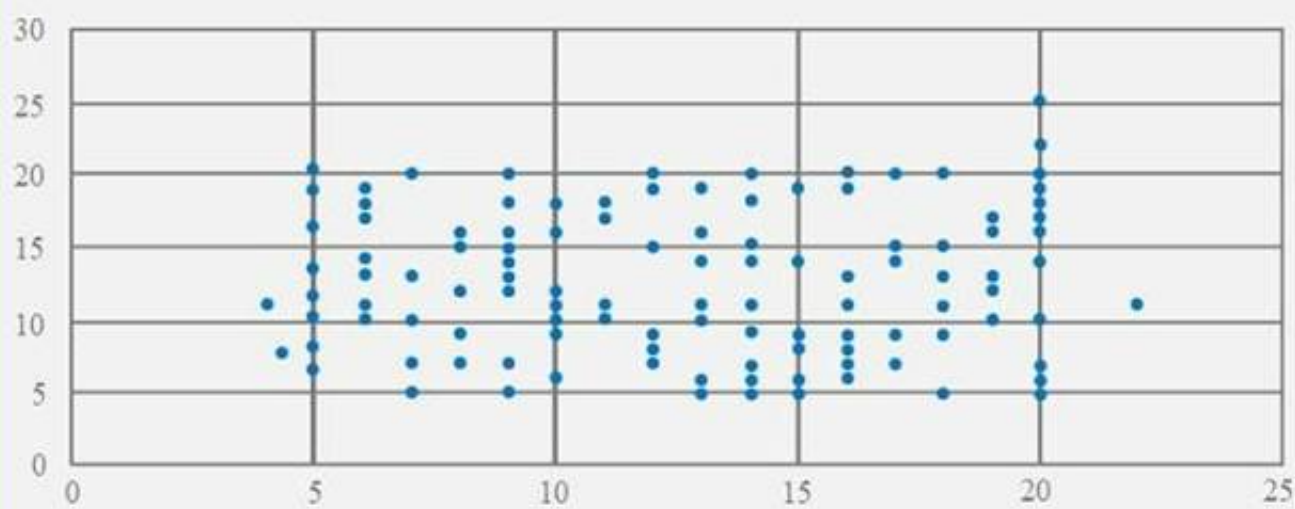
Select the Critical Path



Select the Appropriate Tool:

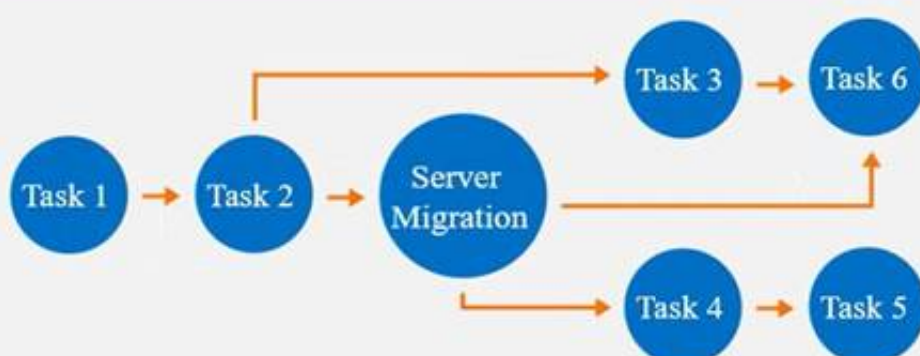


| | Duration | 3/9 | 3/10 | 3/11 | 3/12 | 3/13 | 3/14 | 3/15 |
|------------------|----------|-----|------|------|------|------|------|------|
| Task 1 | 2 | | | | | | | |
| Task 2 | 1 | | | | | | | |
| Task 3 | 2 | | | | | | | |
| Task 4 | 1 | | | | | | | |
| Task 5 | 1 | | | | | | | |
| Task 6 | 1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

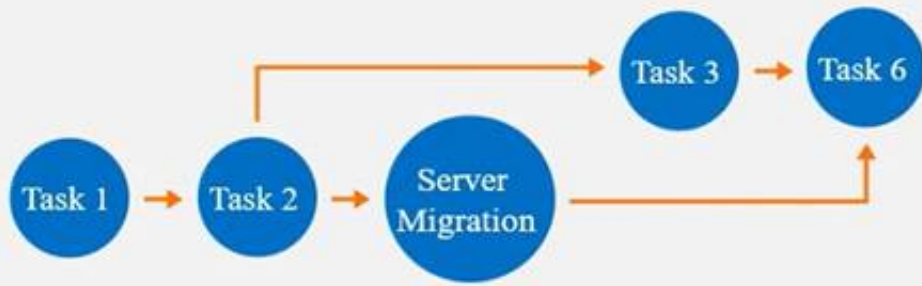


Select the new critical path. Option A

Option B



Option C



Sponsor Email

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

Hi Ann,

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

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

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

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

Sincerely,

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

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:

Show Question
Reset All Answers

View Sponsor Email

Server Migration Engineers

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

```

graph LR
    Task1((Task 1)) --> Task2((Task 2))
    Task2 --> ServerMigration((Server Migration))
    Task2 --> Task3((Task 3))
    ServerMigration --> Task3
    ServerMigration --> Task4((Task 4))
    Task3 --> Task6((Task 6))
    Task4 --> Task5((Task 5))
  
```


NEW QUESTION 171

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

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

Answer: B

Explanation:

The project sign-off is the formal acceptance of the project deliverables by the client, stakeholder, or customer. It also marks the closure of the project and the release of the final payment. If the project sign-off is not completed, the project may still incur costs and liabilities, which can explain the losses in the financial report. Therefore, the project manager should complete the project sign-off as soon as possible to avoid further losses¹².

NEW QUESTION 172

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

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

Answer: C

Explanation:

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

NEW QUESTION 177

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 178

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 182

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

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

Answer: C

Explanation:

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

NEW QUESTION 186

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 discussion¹²

NEW QUESTION 191

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 properly¹.

NEW QUESTION 193

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

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

Answer: D

Explanation:

SaaS, or software as a service, is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS is the best solution for the global franchise, because it can unify its operation worldwide by using the same software platform across different locations and devices. Additionally, SaaS can provide operation reports in real time without asking the country franchise manager for these reports, because the cloud service provider manages the data collection, analysis, and presentation in the cloud. SaaS also offers the benefits of scalability, reliability, security, and cost-effectiveness for the global franchise. SaaS is different from IaaS, or infrastructure as a service, which provides on-demand access to cloud-hosted computing infrastructure, such as servers, storage, and networking. IaaS is not suitable for the global franchise, because it requires the franchise to manage and maintain its own software applications and data on the cloud infrastructure. IaaS also does not provide operation reports in real time, unless the franchise develops its own reporting tools and processes. SaaS is also different from XaaS, or anything as a service, which is a generic term that encompasses various types of cloud services, such as IaaS, PaaS, SaaS, and others. XaaS is not a specific cloud model that the company can suggest to the global franchise, but rather a broad category of cloud offerings. SaaS is also different from PaaS, or platform as a service, which provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS is not ideal for the global franchise, because it requires the franchise to develop and deploy its own software applications on the cloud platform, which may be more complex and time-consuming than using a ready-made SaaS solution. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management²; IaaS vs. PaaS vs. SaaS³

NEW QUESTION 194

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

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

Answer: B

Explanation:

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

NEW QUESTION 198

As a result of an approved change, the project manager updates the project plan with the newest project end date. Which of the following change control processes should the project manager complete NEXT?

- A. Document the request in the change control log.
- B. Communicate the change deployment.
- C. Conduct an impact assessment.
- D. Implement the change.

Answer: B

Explanation:

The project manager should communicate the change deployment next after updating the project plan with the newest project end date as a result of an approved change. Communicating the change deployment involves informing all relevant parties about when and how the change will be implemented and what are the expected outcomes and benefits. Communicating the change deployment can help to ensure alignment, readiness, and support for the change and avoid any confusion or resistance.

NEW QUESTION 202

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

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

Answer: B

Explanation:

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

NEW QUESTION 205

A project manager has decided to outsource portions of a project and will conduct a separate procurement. In which of the following phases does this task occur?

- A. Planning
- B. Initiating
- C. Controlling
- D. Executing

Answer: A

Explanation:

This answer is based on the understanding that outsourcing is a form of procurement, which is one of the knowledge areas in project management. Procurement involves acquiring goods and services from external sources to support the project objectives. According to the CompTIA Project+ Study Guide¹, procurement activities occur mainly in the planning phase of the project, where the project manager identifies the project needs, defines the scope of work, evaluates the potential vendors, and prepares the procurement documents. The other options are not correct because:

? Initiating is the phase where the project manager defines the project purpose, objectives, and deliverables, and obtains the project charter and stakeholder approval. Initiating does not involve procurement activities, although it may involve some preliminary research on the feasibility and availability of external resources.

? Controlling is the phase where the project manager monitors and measures the project performance, compares it with the baseline, and implements corrective actions if needed. Controlling does involve some procurement activities, such as reviewing the vendor deliverables, managing the changes, and resolving the issues, but these are not the main tasks of procurement.

? Executing is the phase where the project manager leads and directs the project team and other resources to complete the project work according to the plan. Executing does involve some procurement activities, such as selecting the vendor, signing the contract, and managing the relationship, but these are not the main tasks of procurement. References = CompTIA Project+ Study Guide: Exam PK0- 005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project.

NEW QUESTION 206

Which of the following factors would be impacted the most by requirements for a project to implement an air quality control system at a coal plant?

- A. Social
- B. Regulatory
- C. Environmental
- D. Governmental

Answer: C

Explanation:

The environmental factor would be impacted the most by requirements for a project to implement an air quality control system at a coal plant. This is because coal combustion produces various air pollutants, such as particulate matter (PM), sulfur dioxide (SO₂), nitrogen oxides (NO_x), carbon dioxide (CO₂), and mercury, that can harm human health and the environment¹². An air quality control system can reduce the emissions of these pollutants by using different technologies, such as low NO_x burners, flue gas desulfurization, electrostatic precipitators, and carbon capture and storage²³. However, these technologies also have environmental impacts, such as water consumption, waste generation, energy consumption, and greenhouse gas emissions⁴. Therefore, the project manager should consider the environmental factor in terms of the project scope, objectives, constraints, risks, and stakeholders, and evaluate the trade-offs and benefits of different air quality control options⁵. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Update on air

pollution control strategies for coal-fired power plants; AQCS Air Quality Control Systems; NOx control for high-ash coal-fired power plants in India; Coal Dust Control

NEW QUESTION 210

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 Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management²; What is Operational Security (OPSEC)?³

NEW QUESTION 214

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

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

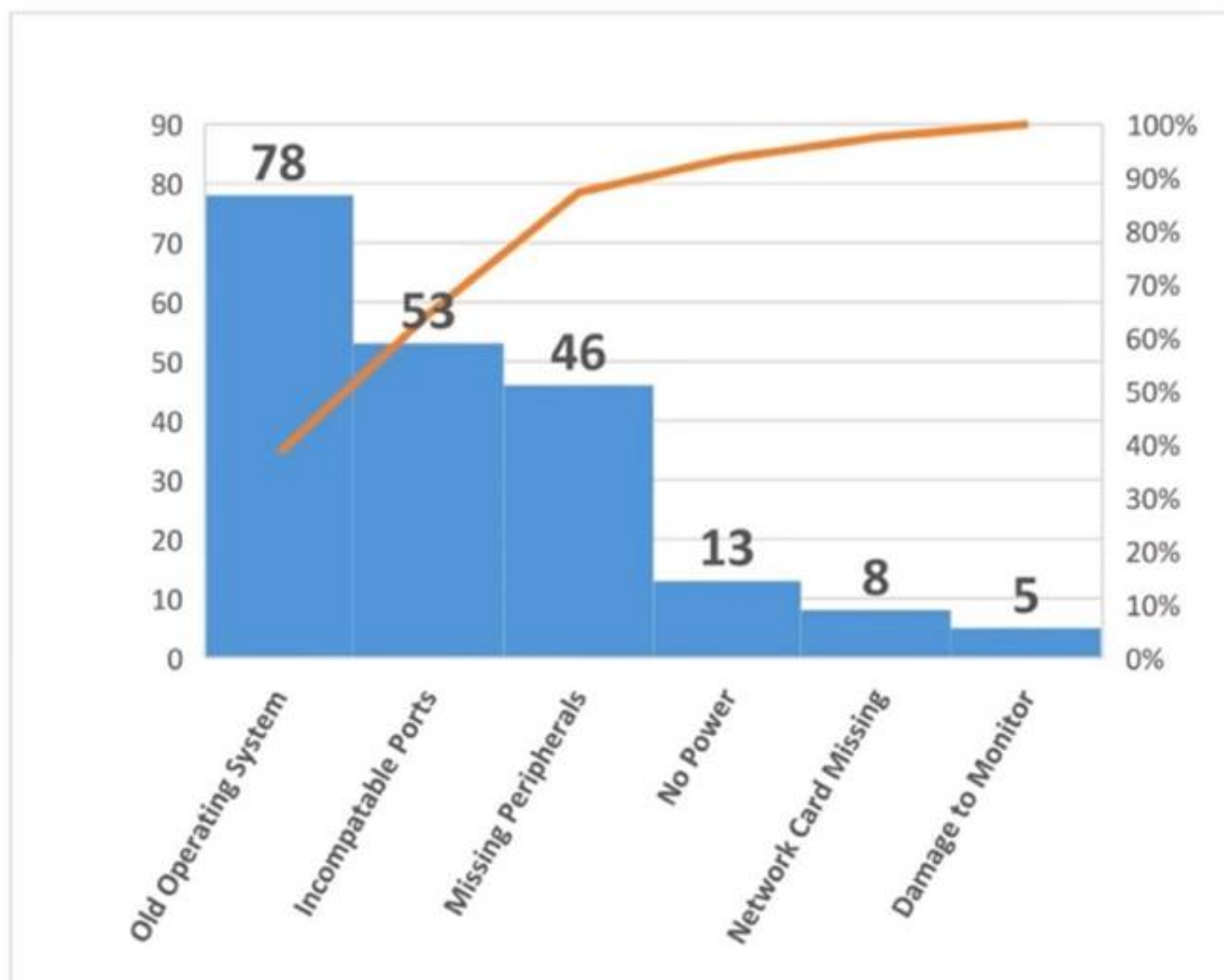
Answer: D

Explanation:

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

NEW QUESTION 219

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 waste¹

NEW QUESTION 222

A few weeks before a project is scheduled to be completed, the client asks to add a new feature to the product that is being developed. The project manager analyzes the project schedule and determines the feature can be implemented quite easily without affecting the completion date. Which of the following should the project manager do first?

- A. Escalate the change to the CCB.
- B. Review the requested change.
- C. Document the change recommendations.
- D. Validate the implementation of the requested change.

Answer: B

Explanation:

The project manager should review the requested change first to assess its impact, feasibility, and alignment with the project objectives and scope. Reviewing the change will help the project manager to determine if the change is necessary, beneficial, and acceptable to the stakeholders. The project manager should also consider the risks, costs, and quality implications of the change before proceeding to the next steps of the change management process¹²³. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Project Change Management, p. 323; 5 Steps in the Change Management Process | HBS Online; 8 Steps for an Effective Change Management Process - Smartsheet

NEW QUESTION 226

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