CompTIA

Exam Questions PK0-005

CompTIA Project+ Certification Exam

NEW QUESTION 1
A sponsor prefers to communicate with the team using email, phone calls, conversations in the hallway, and impromptu meetings. Which of the following types of communication is the sponsor using?

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

Answer: A

Explanation:
Informal communication is a type of communication that is casual, spontaneous, and unstructured. It does not follow any predefined rules, protocols, or formats. Examples of informal communication include email, phone calls, conversations in the hallway, and impromptu meetings12. The sponsor is using informal communication to communicate with the team, as these methods are convenient, flexible, and personal. However, informal communication may also have some drawbacks, such as lack of documentation, inconsistency, and potential for misunderstanding3. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations4.

NEW QUESTION 2
Which of the following describes three-tier architecture?

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

Answer: B

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

NEW QUESTION 3
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 4
Which of the following activities would a project manager perform during the closing phase? (Select THREE).

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

Answer: ACG

Explanation:
Lessons learned, removing resources, and removing access are activities that a project manager would perform during the closing phase of a project. Lessons learned is a process of collecting and documenting the knowledge and experience gained from a project for future reference and improvement. Removing resources is a process of releasing or reallocating any human or material resources that were used for the project. Removing access is a process of revoking any permissions or privileges that were granted to the project team members or stakeholders for accessing any systems or data related to the project. These activities can help to finalize and close a project successfully and ensure that all deliverables are transferred, all documentation is approved and archived, all contracts are closed, and all stakeholders are satisfied.

NEW QUESTION 5
Several months after a project has ended, a project team member is still charging time to the project and is unable to charge time to new projects. Which of the

following did the project manager neglect to do?

A. Remove the team member's access.
B. Release the project resources.
C. Collect the stakeholders' feedback.
D. Have the closeout report approved.

Answer: B

Explanation:
Releasing the project resources is the process of formally ending the involvement of the project team members and other resources in the project. It also involves updating the resource availability and performance records, and providing feedback and recognition to the resources. Releasing the project resources is an important part of the project closure phase, and it helps to avoid unnecessary costs and conflicts. If the project manager neglects to release the project resources, the team members may still charge time to the project and be unable to work on new projects12.

NEW QUESTION 6
Due to budgetary and time constraints, a PM scheduled a meeting with all stakeholders during the planning phase to review the requirements and come to an agreement on the minimum viable product that would be acceptable. Which of the following would be used to document this input?

A. Project change management plan
B. Project management plan
C. Project transition plan
D. Project communication plan

Answer: B

Explanation:
The project manager should use the project management plan to document the input from the stakeholders on the minimum viable product that would be acceptable for the project. The project management plan is a document that describes how the project will be executed, monitored, controlled, and closed. It usually includes information such as scope statement, work breakdown structure (WBS), schedule baseline, cost baseline, quality plan, risk plan, communication plan, stakeholder plan, and change management plan. The project management plan can help to define and communicate the project requirements, deliverables, assumptions, constraints, and expectations to all stakeholders involved in the project.
The project management plan would be used to document the input obtained from stakeholders during the meeting to review the requirements and agree on the minimum viable product. The project management plan is a comprehensive document that outlines the approach, scope, schedule, budget, quality, resources, and communication for a project. The document is updated throughout the project lifecycle and serves as a guide for project execution, monitoring, and control.
References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.3: Identify the components of the project management plan.

NEW QUESTION 7
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 8
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?

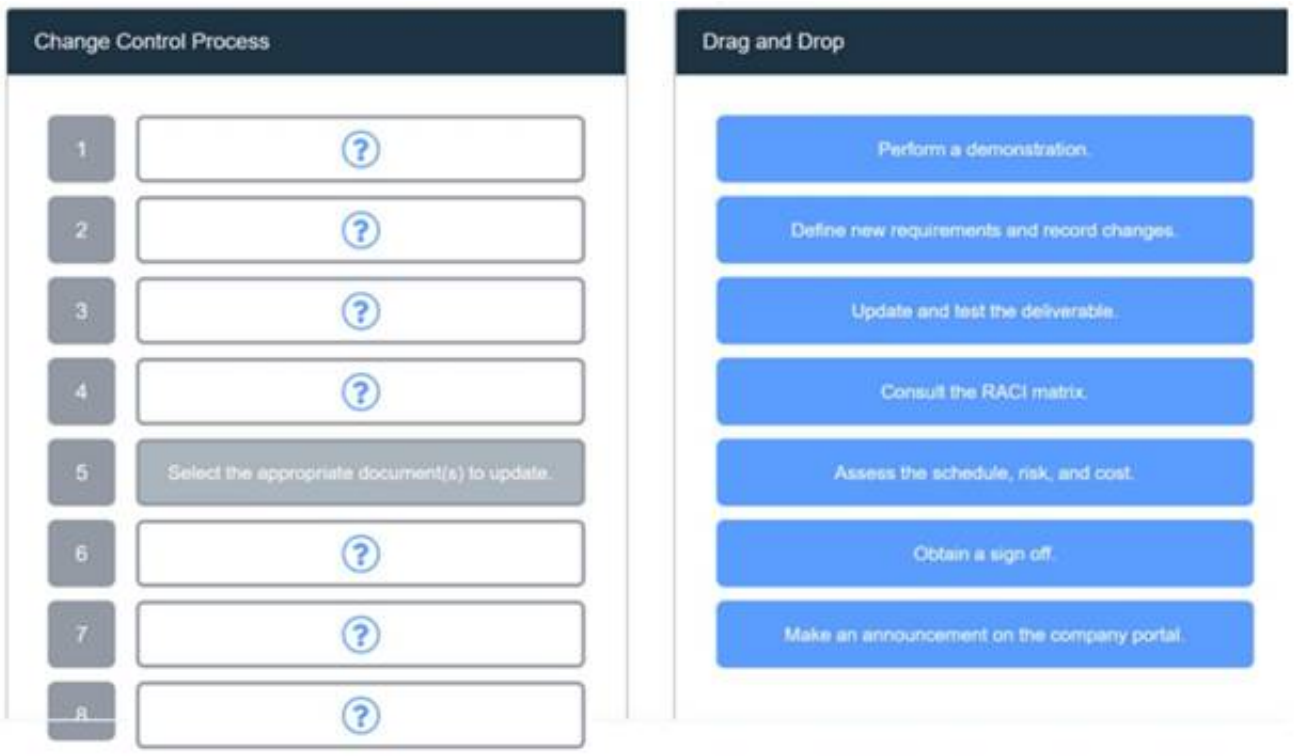
A. Decision board
B. Whiteboard
C. Task board
D. Dashboard

Answer: C

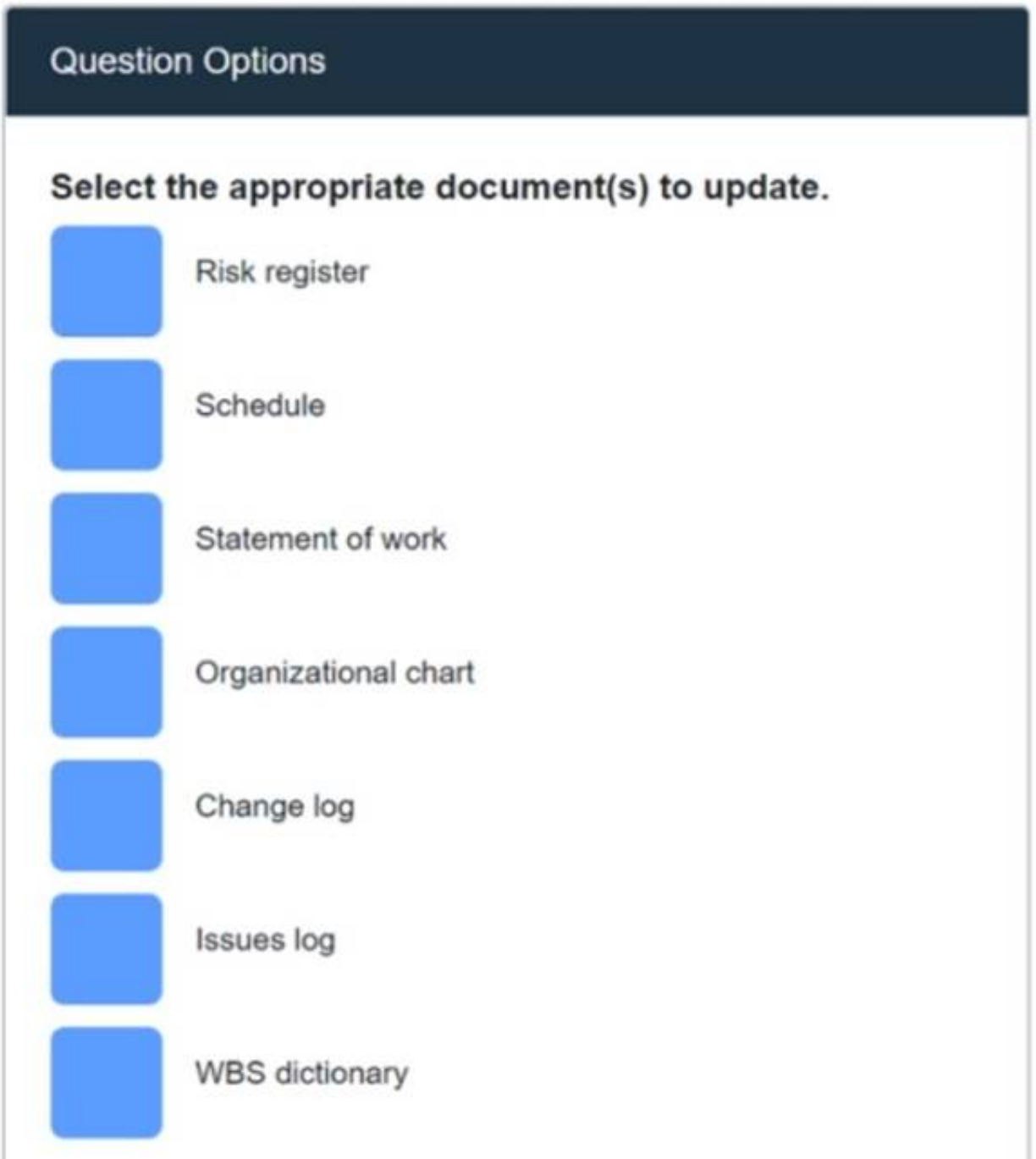
Explanation:
A task board is a visual tool that displays team progress for stand-up meetings. A task board usually consists of columns that represent different stages or statuses of tasks, such as to do, in progress, done, or blocked. Each task is represented by a card or sticky note that can be moved 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 9
SIMULATION

During a gate review meeting, the deliverable was rejected by the customer. INSTRUCTIONS
Review the dashboard.
• Part 1: Drag and drop each task, placing them in the correct order based on the project change control process.
• Part 2: Select the proper document(s) to be updated.
If at any time you would like to bring back the initial state of the simulation, please click the Reset All button.
Part 1:



Part 2:



A. Mastered
B. Not Mastered

Answer: A

Explanation:
Part 1:
Change Control Process:
? Consult the RACI matrix.
? Define new requirements and record changes.
? Assess the schedule, risk, and cost.

? Perform a demonstration.
? Obtain a sign off.
? Update and test the deliverable.
? Make an announcement on the company portal.
The change control process is a sequence of steps that helps to manage and document any changes or modifications to a project scope, schedule, cost, quality, or resources. The change control process typically involves the following steps:
? Consult the RACI matrix. A RACI matrix is a tool that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI stands for responsible, accountable, consulted, and informed. Consulting the RACI matrix can help to identify who needs to be involved or informed about the change request and how to communicate with them.
? Define new requirements and record changes. The new requirements and changes are the details of what needs to be modified or added to the project deliverables or objectives based on the customer feedback or request. Defining and recording the new requirements and changes can help to communicate and justify the need and rationale for the change and its implications on the project scope and quality.
? Assess the schedule, risk, and cost. The schedule, risk, and cost are the aspects of the project that may be affected by the change request. Assessing the schedule, risk, and cost can help to determine the impact and feasibility of the change and identify any possible alternatives or corrective actions to minimize or avoid its negative effects.
? Perform a demonstration. A demonstration is a presentation or show of how the modified or updated deliverable works or meets the customer expectations or requirements. Performing a demonstration can help to validate and verify that the change request has been implemented correctly and effectively and to obtain feedback or approval from the customer or stakeholders.
? Obtain a sign off. A sign off is a formal acceptance and approval of the change request and its deliverables from the customer or stakeholders. Obtaining a sign off can help to confirm that the change request has been completed successfully and satisfactorily and to close the change control process.
? Update and test the deliverable. The deliverable is the product or service that is produced or provided by the project. Updating and testing the deliverable can help to ensure that it meets the quality standards and criteria and that it works as expected after implementing the change request.
? Make an announcement on the company portal. The company portal is a platform or channel that allows internal communication and collaboration among employees within an organization. Making an announcement on the company portal can help to inform and update other team members or departments about the change request and its outcomes and to share any lessons learned or best practices from the change control process.
Part2:
? Risk register: A risk register is a document that identifies, analyzes, and records the potential risks or uncertainties that may affect a project. Updating the risk register can help to capture any new or modified risks that may arise from the change request and to plan and implement appropriate risk responses.
? Schedule: A schedule is a document that shows the planned start and end dates,
durations, dependencies, and progress of each task or activity in a project. Updating the schedule can help to reflect any changes or adjustments to the project timeline or milestones that may result from the change request and to monitor and control the project performance and delivery.
? Statement of work: A statement of work (SOW) is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. Updating the SOW can help to document any changes or additions to the project scope or deliverables that may be requested or agreed upon by the customer or stakeholders and to ensure alignment and agreement on what needs to be done and how it will be done.
? Change log: A change log is a document that tracks and records any changes or modifications that are made to the project scope, schedule, cost, quality, or resources during a project. Updating the change log can help to document the change request, approval, implementation, and impact of each change and ensure traceability and transparency.

NEW QUESTION 10
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
During the stabilization phase for recently deployed software, an end user reports a bug that is compromising data integrity. Which of the following tools will the project manager MOST likely use?

A. Issue log
B. Defect log
C. Change log
D. Task board

Answer: B

Explanation:
During the stabilization phase of recently deployed software, the project manager will most likely use a defect log to track and manage reported bugs. A defect log is a document that contains information about the defects or issues identified during testing or after the deployment of software. It includes the severity of the defect, the steps to reproduce the problem, and the actions taken to resolve the defect. References: CompTIA Project+ Study Guide Section 4.1.
The project manager will most likely use a defect log during the stabilization phase for recently deployed software to record a bug that is compromising data integrity. A defect log is a tool that tracks and documents any errors or flaws found in a software product or system during testing or operation. It usually includes information such as defect ID, description, severity, priority, status, resolution, and responsible person. A defect log can help to monitor and manage the quality of the software product or system and ensure that all defects are identified and resolved before delivery or release.

NEW QUESTION 15
During the testing phase of a project, the legal department rejected a deliverable due to compliance issues. The project manager reviewed the risk register and triggered the mitigation plan for this item. Which of the following documents should the project manager update next?

A. Schedule
B. Status report
C. Issue log
D. Task board

Answer: C

Explanation:
An issue log is a document that records and tracks any issues that arise during a project and how they are resolved1. It is different from a risk register, which records and tracks potential risks that may or may not occur during a project2. When a risk becomes an issue, it means that it has occurred and has a negative impact on the project. Therefore, the project manager should update the issue log next to document the compliance issue, its cause, its impact, its priority, its owner, and its resolution status3. Updating the issue log will help the project manager communicate the issue to the stakeholders, monitor the progress of the mitigation plan, and prevent similar issues from happening again4. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 11: Executing Projects Part 2, page 331; Project Risk Mitigation Guide + Starter Kit | Smartsheet, Risk Register section; How to Make a Risk Management Plan (Template Included) - ProjectManager, Risk Register section; Issue Log - Project Management Knowledge, Introduction section; Issue Log Template: Free Download | ProjectManager, Introduction and How to Use an Issue Log sections.

NEW QUESTION 19
Which of the following is a quality assurance tool?

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

Answer: B

Explanation:
Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks12

NEW QUESTION 23
A project manager is in the closing phase of an IT asset refresh project that involves the disposal of several computers. The project sponsor notified the project manager that the company recently received a penalty as a result of disposing of some computers improperly. Which of the following should have been considered during initial planning to prevent this situation?

A. ESG
B. PHI
C. Pll
D. ROI

Answer: A

Explanation:
The project manager should have considered environmental, social, and governance (ESG) factors during initial planning to prevent the situation of receiving a penalty for disposing of some computers improperly. ESG factors are criteria that measure the sustainability and ethical impact of an organization’s activities. They include aspects such as environmental protection, social responsibility, human rights, diversity, and corporate governance. Considering ESG factors can help to reduce risks, improve reputation, and enhance performance of an organization12

NEW QUESTION 27
Which of the following is an activity that should be used in the closing phase of a project to support the project triple constraint?

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

Answer: A

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

NEW QUESTION 30
Which of the following cloud models is designed to provide compute, storage, and networking resources on demand?

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

Answer: B

Explanation:
Infrastructure as a service (IaaS) is a cloud model that provides on-demand access to cloud-hosted physical and virtual servers, storage, and networking resources. IaaS customers can provision, configure, and use these resources as they would use on- premises hardware, but without the hassle of purchasing, installing, managing, and maintaining them. The cloud service provider owns, manages, and maintains the hardware and computing resources in its own data

centers, and charges the customers based on their usage. IaaS is suitable for customers who need flexibility, scalability, and control over their IT infrastructure, and who want to avoid the high costs and complexity of owning and operating their own hardware. The other options are not correct because:
? Software as a service (SaaS) is a cloud model that provides on-demand access to ready-to-use, cloud-hosted application software. SaaS customers do not need to install, update, or maintain the software, as the cloud service provider handles all the technical aspects. SaaS is suitable for customers who need to access common applications, such as email, office productivity, or customer relationship management, without worrying about the underlying infrastructure or platform.
? Data as a service (DaaS) is a cloud model that provides on-demand access to cloud-hosted data sources, such as databases, data warehouses, or data lakes. DaaS customers can query, analyze, and visualize the data, as well as integrate it with other applications or services, using APIs or web interfaces. DaaS is suitable for customers who need to leverage data from various sources, such as social media, IoT devices, or third-party providers, without having to store, manage, or process the data themselves.
? Platform as a service (PaaS) is a cloud model that provides on-demand access to a complete, ready-to-use, cloud-hosted platform for developing, running, maintaining, and managing applications. PaaS customers can use the platform's tools, frameworks, libraries, and services to create and deploy applications, without having to worry about the underlying infrastructure or software. PaaS is suitable for customers who need to develop, test, and deploy applications quickly and efficiently, and who want to take advantage of the cloud's scalability, reliability, and security features. References = IaaS vs. PaaS vs. SaaS; AWS Fundamentals: Understanding Compute, Storage, Database, Networking & Security; What are the different types of cloud computing?; What is Cloud Storage and How to Use It

NEW QUESTION 32
One of the key steps in controlling changes lo 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 34
A project manager needs to ensure that the products produced during the project meet the highest quality standards and that team members understand the importance of these standards. Which of the following should the project manager do?

A. Train the team members.
B. Assess the resource pool.
C. Develop a QA plan.
D. Create RACI matrix.

Answer: C

Explanation:
A QA plan, or quality assurance plan, is a document that specifies the quality standards, practices, resources, specifications, and activities for a product, service, project, or contract. A QA plan helps to ensure that the products produced during the project meet the highest quality standards and that the project objectives and customer requirements are met. A QA plan also helps to communicate the quality expectations and responsibilities to the team members and other stakeholders, and to monitor and control the quality performance throughout the project. Developing a QA plan is one of the key tasks of the project manager, as it is part of the project scope management and project quality management processes123. References = CompTIA Project+ Study Guide: Exam PK0- 005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Chapter 5: Project Quality Management, p. 169; 6 Key Steps to Creating A Quality Assurance Plan - The QA Lead; What is Quality Planning? Quality Control Plans | ASQ; What Is A Quality Assurance Plan? - Sofeast

NEW QUESTION 38
A project team has just experienced an unexpected event and implemented a work-around. Which of the following documents should be used to record the event? (Select TWO).

A. Risk report
B. Defect log
C. Issue log
D. Backlog
E. Change log
F. Progress report

Answer: CE

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

NEW QUESTION 42
Two stakeholders, who have a history of animosity toward one another, are in disagreement during a project. The project's timeline depends on the stakeholders accomplishing their tasks. Which of the following conflict resolution methods would be best to utilize?

A. Smoothing
B. Confronting
C. Forcing

D. Compromising

Answer: B

Explanation:
Confronting, also known as problem-solving or collaborating, is a method of conflict resolution that involves addressing the root cause of the conflict and finding a mutually beneficial solution that satisfies both parties. Confronting is the most effective method when the stakes are high and the relationship is important, as it can lead to increased trust, respect, and cooperation. Confronting requires open communication, active listening, empathy, and creativity from both parties. Confronting is the best method to use in this scenario, as it can help the stakeholders overcome their personal animosity, focus on their common goals, and work together to complete their tasks on time12. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Project Stakeholder Management, p. 246; What is Conflict Resolution, and How Does It Work?

NEW QUESTION 43
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 44
During a staff meeting, a project manager voices a concern about the client billing rate for a particular engineer. Which of the following documents would the project manager need in order to find this information?

A. SLA
B. TOR
C. SOW
D. NDA

Answer: C

Explanation:
In order to find the client billing rate for a particular engineer, the project manager would need to refer to the SOW (Statement of Work). The SOW is a document that outlines the work to be performed, the timeframe for completion, and the cost of the project. It also includes information about the resources involved in the project and their billing rates. References: CompTIA Project+ Study Guide Section 2.2.
The project manager would need a statement of work (SOW) to find information about the client billing rate for a particular engineer. A SOW is a document that defines the scope of work for a project or contract. It usually includes information such as deliverables, milestones, timeline, costs, payment terms, quality standards, and acceptance criteria. A SOW can help to specify what services or products will be provided by whom, when, where, how, and for how much.

NEW QUESTION 47
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 49
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 51
A project manager has been assigned to a new project. During the planning phase, the project manager needs to get an understanding of the purpose of the project. Which of the following should the project manager do?

A. Collate the lessons learned.
B. Perform a gap analysis.
C. Review existing artifacts.
D. Conduct a retrospective.

Answer: C

Explanation:
The project manager should review existing artifacts to get an understanding of the purpose of the project. Existing artifacts are documents or records that provide information about the project background, context, scope, objectives, requirements, stakeholders, and deliverables. They may include documents such as project proposal, project charter, business case, feasibility study, statement of work (SOW), or contract. Reviewing existing artifacts can help to clarify the project vision and expectations and provide a basis for planning and executing the project.

NEW QUESTION 53
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 55
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 59
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. laaS
B. XaaS
C. PaaS
D. SaaS

Answer: D

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

NEW QUESTION 63
A project manager does not have the power to reward team members when they accomplish something or penalize them when they fail to perform well. As a result, the project manager is having issues with team members. Which of the following describes this organizational structure?

A. Flat
B. Projectized
C. Weak matrix
D. Functional

Answer: C

Explanation:
A weak matrix organizational structure is one where the project manager has low authority and the functional manager has high authority. The project manager is considered to be a coordinator or an escalator, and the team members are primarily loyal to their functional units. This can cause issues with team motivation, communication, and performance1

NEW QUESTION 64
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 69
A client provides a project plan to the assigned project manager and suggests that the project manager and team just need to execute the plan. Upon further investigation, the document contains:
• Purpose
• Scope of work
• Location of work
• Period of performance
• Deliverables schedule
• Applicable standards
• Acceptance criteria
• Special requirements
• Payment schedule
Which of the following documents did the client provide to the project manager?

A. RFP
B. WBS
C. SLA
D. SOW

Answer: D

Explanation:
The client provided a statement of work (SOW) to the project manager and suggested that the project manager and team just need to execute the plan. A SOW is a document that defines the scope, deliverables, schedule, and terms and conditions of a project or contract. A SOW typically includes information such as purpose, scope of work, location of work, period of performance, deliverables schedule, applicable standards, acceptance criteria, special requirements, and payment schedule. A SOW can help to establish a common understanding and agreement between the client and the service provider on what needs to be done and how it will be done.

NEW QUESTION 70
An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

A. Enterprise resource planning and end user applications
B. Electronic document and record management systems
C. Customer relationship management and databases
D. Content management and financial systems

Answer: B

Explanation:
Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints. Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management systems can help to improve efficiency, productivity, collaboration, compliance, and
security of document and record management processes and workflows3

NEW QUESTION 74
A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

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

Answer: A

Explanation:
The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver. Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

NEW QUESTION 77
While working with a contractor, the project manager identified a communication conflict. The contractor did not agree that there was an issue. Which of the following should the project manager and contractor review?

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

Answer: C

Explanation:
The project manager and contractor should review the vendor rules of engagement, which are the guidelines and expectations for the communication and interaction between the project team and the contractor. The vendor rules of engagement can help to prevent or resolve communication conflicts by clarifying the roles and responsibilities, the frequency and mode of communication, the escalation process, the feedback mechanism, and the performance evaluation criteria of the contractor. The vendor rules of engagement are usually part of the contract or the procurement management plan.
The vendor rules of engagement are different from the scope of work, which is the document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the contractor. The vendor rules of engagement are also different from the request for proposal, which is the document that solicits proposals from potential contractors by specifying the project requirements, evaluation criteria, and contract terms. The vendor rules of engagement are also different from the project schedule, which is the tool that displays the planned start and finish dates, durations, dependencies, and resources of the project activities and tasks. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management2; Vendor Rules of Engagement3

NEW QUESTION 78
How does data discovery assist with data classification'?

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

Answer: A

Explanation:
Data discovery is the process of finding and analyzing data across an organization's data sources, such as databases, files, cloud services, and applications12. Data discovery can assist with data classification, which is the process of assigning labels and categories to data based on its sensitivity, value, and risk34. By showing where specific data is stored, data discovery can help to:
? Identify the location and scope of sensitive data, such as personal, financial, or health information, that may require special protection or compliance measures56.
? Evaluate the data quality, accuracy, and relevance for different purposes and users78.
? Optimize the data storage, access, and governance policies and practices910. References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Data Discovery and Classification?1, Data Discovery and Classification: Working Hand in Hand2, Why Data Discovery and Classification are Important3, Data Discovery & Classification4, Data Discovery and Classification: The First Step to Data Security5, Data Discovery and Classification: A Key Component of Data Protection6, Data Discovery and Classification: The Foundation of Data Quality7, Data Discovery and Classification: The Key to Data Governance8, Data Discovery and Classification: The Essential Step to Data Optimization9, Data Discovery and
Classification: The Best Practice for Data Management10

NEW QUESTION 83
Which of the following can be used to determine whether a sample product is within an acceptable range?

A. Scatter diagram
B. Velocity chart
C. Control chart
D. Fishbone diagram

Answer: C

Explanation:
A control chart is a graphical tool that displays the variation of a process over time and compares it to predetermined control limits. It can be used to determine whether a sample product is within an acceptable range by checking if the sample values fall within the upper and lower control limits, which indicate the expected variation of the process. If the sample values are outside the control limits or show a non-random pattern, it indicates that the process is out of control and there may be some assignable causes of variation that need to be investigated and corrected. 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 86
During a sponsor meeting, a PM is assigned to manage a new external project for an IT consultant. The sponsor wants the PM to establish an agreement regarding the exchange of money between both parties. Which of the following documents would the PM most likely create?

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

Answer: C

Explanation:
A formal contract is a legal document that defines the terms and conditions of the agreement between the project parties, such as the scope, schedule, budget, quality, deliverables, roles and responsibilities, payment methods, and dispute resolution mechanisms. A formal contract is essential for external projects, especially when there is an exchange of money involved, to protect the interests and rights of both parties and to ensure mutual understanding and compliance. A formal contract is different from a business requirement, which is a statement of the needs and expectations of the customer or stakeholder for the project outcome. A formal contract is also different from a client statement of work, which is a document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the project vendor or contractor. A formal contract is also different from a project charter, which is a document that authorizes the project and provides the high-level information about the project objectives, scope, stakeholders, and project manager. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management2; 11 Essential Documents To Use as a Project Manager3

NEW QUESTION 90
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 95
Which of the following criteria would favor using the agile methodology to manage an upcoming project?

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

Answer: D

Explanation:
Multiple undefined tasks would favor using the agile methodology to manage an upcoming project. Agile methodology is a project management framework that breaks projects down into several dynamic phases, commonly known as sprints. Agile methodology is an iterative and adaptive approach that allows teams to respond to changing requirements and customer feedback quickly and effectively. Agile methodology is suitable for projects that have multiple undefined tasks, as it enables teams to prioritize and deliver the most valuable features first, and refine and improve them over time based on user input and testing12

NEW QUESTION 96
Which of the following is a reason to use a SOW on a project?

A. To find out the contact information for the vendors
B. To review the list of stakeholders
C. To ensure the team stays within the scope of the contract
D. To give explicit instruction on how to execute the work

Answer: C

Explanation:
A statement of work (SOW) is a formal document that defines the entire scope of work involved for a vendor and clarifies deliverables, costs, and timeline1. It serves as a contractual agreement between a vendor and a client, providing a comprehensive description of the work to be performed2. A reason to use a SOW on a project is to ensure the team stays within the scope of the contract, as it outlines what the team will and won’t do on a project, saving from painful client

negotiations and protecting
the timeline and the bottom line3. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects Part 1, page 63; What Is a Statement of Work? Definition & Examples, Introduction and What Is a Statement of Work (SOW) In Project Management? sections; Statement Of Work Ultimate Guide: Simple Definition & Template, Introduction and What is a Statement of Work? sections; What Is a Statement of Work (SOW)? - Coursera, Introduction section.

NEW QUESTION 98
A project team gathers weekly to review its progress. Which of the following is the project manager MOST likely to have prepared to ensure team members who are absent remain informed about assignments?

A. Status report
B. Project plan
C. Change log
D. Meeting minutes

Answer: D

Explanation:
Meeting minutes should be prepared to ensure team members who are absent remain informed about assignments. Meeting minutes document what was discussed, decisions made, and assignments given during a meeting, providing a record of the team's progress and ensuring absent members are up-to-date. References: CompTIA Project+ Study Guide Section 4.2.2
The project manager should prepare meeting minutes to ensure team members who are absent remain informed about assignments. Meeting minutes are a written record of what was discussed and decided in a meeting. They usually include information such as attendees, agenda items, action items, decisions made, issues raised, and deadlines assigned. Meeting minutes can help to communicate important information to team members who could not attend the meeting and provide a reference for future follow-up.

NEW QUESTION 100
Which of the following tools should a project manager use to assess the activities performed, work effort applied, and the productivity of a project?

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

Answer: B

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

NEW QUESTION 105
Which of the following is a capital expense?

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

Answer: B

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

NEW QUESTION 108
Which of the following is required to provide a hardware installation with a Tier 5 redundancy level?

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

Answer: D

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

NEW QUESTION 112
Following the approval of a change by the CCB, which of the following should a project manager consider next when deploying a new networking device into an existing production environment?

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

Answer: A

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

NEW QUESTION 113
As a part of a project, structured cabling activities have been outsourced to another company. The agreement is that work will take six weeks to complete and will be performed at different locations. Which of the following should the project manager do? (Select two).

A. Purchase the materials.
B. Assign the resources.
C. Accept delays in the work.
D. Approve the deliverables.
E. Monitor the performance.
F. Negotiate with the vendors.

Answer: DE

Explanation:
The project manager should approve the deliverables and monitor the performance of the outsourced structured cabling activities. These are the responsibilities of the project manager when dealing with external vendors or contractors, as they ensure that the quality standards, scope, schedule, and budget are met according to the contract terms and the project plan. The project manager should also communicate regularly with the vendor and provide feedback and guidance as needed.
The other options are not correct because:
? Purchasing the materials is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only verify that the materials are suitable and available for the project.
? Assigning the resources is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only ensure that the vendor has the adequate and qualified resources to complete the work.
? Accepting delays in the work is not a good practice for the project manager, as it can negatively affect the project schedule, scope, and quality. The project manager should proactively identify and manage the risks and issues that may cause delays, and implement contingency plans or corrective actions if necessary.
? Negotiating with the vendors is not a task that the project manager should do during the execution of the structured cabling activities, as it should have been done during the planning and procurement phases of the project. The project manager should only adhere to the contract terms and conditions that have been agreed upon with the vendor, and only renegotiate if there are significant changes or disputes that require it. 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; Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies.

NEW QUESTION 116
A project team is developing an application that will allocate a building's parking spaces. The building owner does not agree with using corporate colors in the application and has blocked the release of the beta version for testing. Which of the following best describes what the project manager should have done in the initiation phase to prevent this issue?

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

Answer: C

Explanation:
The project manager should have identified and assessed the building owner as a key stakeholder in the initiation phase, and understood their expectations and requirements for the application. This would have helped to avoid the conflict over the corporate colors and the delay in testing. Stakeholder identification and assessment is an important process in the initiation phase, as it helps to define the project scope, objectives, and success criteria, and to establish a communication plan12. References = CompTIA Project+ PK0-005 Certification Study Guide,

NEW QUESTION 119
Someone claiming to be from a tax agency sent an email to a team member asking for access to the project repository. Which of the following BEST describes this scenario?

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

Answer: B

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

NEW QUESTION 124

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

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

Answer: A

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

NEW QUESTION 129
A project manager has decided to wait until all requirements are developed to initiate testing. Which of the following relationship dependencies is the project manager using?

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

Answer: C

Explanation:
A finish-to-start dependency is a type of relationship dependency in project management, where the start of one task depends on the finish of another task12. In this case, the project manager is using a finish-to-start dependency, because testing cannot start until requirements development is finished. This implies that testing is a successor task, and requirements development is a predecessor task. A finish-to-start dependency is the most common type of dependency in project management, and it ensures that tasks are performed in a logical sequence34. References = CompTIA Project+ Certification Study Guide5, CompTIA Project+ Certification Exam Objectives6, Understanding Dependencies
in Project Management [2023] • Asana1, Dependencies in Project Management | Smartsheet2, Understanding Task Dependencies in Project Management3, What are Dependencies in Project Management? - KnowledgeHut4

NEW QUESTION 133
For an upcoming project kickoff. a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

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

Answer: D

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

NEW QUESTION 137
Following a successful release, a project manager sent a survey to all stakeholders to gain an understanding of opportunity areas for the team. Which of the following can use the survey results as an input?

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

Answer: C

Explanation:
The project manager can use the survey results as an input for performance feedback for the project team members. Performance feedback is a process of providing constructive and timely information on the performance of individuals or teams in relation to project goals and expectations. Performance feedback can help to motivate, improve, and recognize project team members345
The survey results can be used as an input for performance feedback. Performance feedback involves analyzing and evaluating the performance of the project team and project management against the project plan, including identifying areas for improvement. The survey results can help identify these areas for improvement and provide feedback to the project team on their performance. References: CompTIA Project+ Study Guide Section 4.1.1

NEW QUESTION 142
A PM is working on the preliminary scope statement and identifies that this project has the same approach as another project that was completed last year. Which of the following actions would the PM most likely perform?

A. Call the previous PM for advice on risks and issues.
B. Ask the project sponsor to provide previous final project report results.
C. Complete the project charter using the other PM's subject matter expertise.
D. Use existing artifacts and accommodate based on the current project success criteria.

Answer: D

Explanation:
This answer is based on the best practice of using historical information and lessons learned from previous projects to improve the planning and execution of current projects12. By using existing artifacts, such as scope statements, project plans, risk registers, and change logs, the PM can leverage the knowledge and experience of the previous PM and avoid repeating the same mistakes or oversights. However, the PM should also accommodate the artifacts based on the current project success criteria, which may differ from the previous project in terms of scope, schedule, budget, quality, or stakeholder expectations34. The PM should not rely solely on the previous PM's advice, the project sponsor's report, or the project charter, as these sources may not provide enough detail or accuracy for the current project's scope statement. References = CompTIA Project+ Certification Study Guide5, CompTIA Project+ Certification Exam Objectives6, How to Use Historical Information in Project Management1, How to Use Lessons Learned to Improve Project Management2, How to Define Project Success Criteria3, How to Use Existing Artifacts in Project Management4

NEW QUESTION 145
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 147
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 152
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 156
Given the following information:

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

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

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

Answer: C

Explanation:
The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is S = LF - EF or S = LS - ES. A task with zero slack is on the critical path. The calculations are as follows:
Task | Duration | ES | EF | LS | LF | S A | 10 | 0 | 10 | 0 | 10 | 0 B | 15 | 10 | 25 | 10 | 25 | 0 C
| 10 | 10 | 20 | 15 | 25 | 5 D | 20 | 25 | 45 | 25 | 45 | 0 E | 10 | 25 | 35 | 35 | 45 | 10 F | 15 | 20
| 35 | 30 | 45 | 10 G | 5 | 45 | 50 | 45 | 50 | 0 H | 10 | 35 | 45 | 40 | 50 | 5 I | 20 | 35 | 55 | 30 |
50 | -5 J | 5 | 50 | 55 | 50 | 55 | 0
Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack
(such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

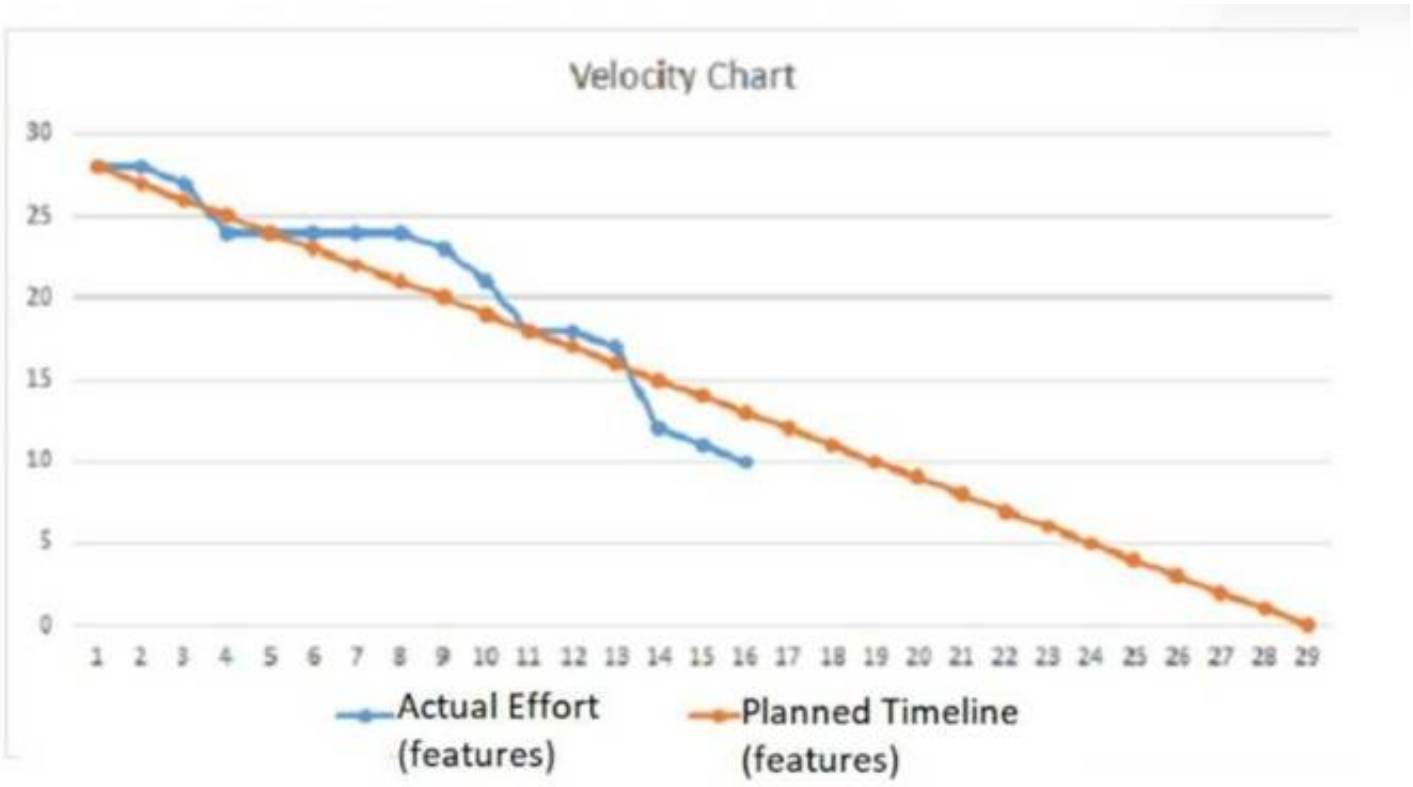
NEW QUESTION 160
While developing a project charter, a PM discovers that some of the legal requirements have not been addressed during the project concept preparation, which could result in significant financial penalties against the organization. The PM knows that implementation of appropriate changes 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 162
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 164
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 166
Which of the following statements best describes a content management system?

A. A system to manage electronic signatures and document workflow
B. A system to manage database integration and provide messaging services
C. A system to manage shared data on the web, allowing multiple contributors to create, edit, and publish
D. A system to manage documents archival, such as emails, spreadsheets, and support tickets

Answer: C

Explanation:
A content management system (CMS) is a software application that allows users to create, manage, and deliver content via digital channels, such as websites, blogs, or social media12. A CMS enables multiple contributors to access, edit, and publish content without requiring technical knowledge or coding skills34. A CMS also provides features such as templates, workflows, media libraries, and analytics to help users design, organize, and optimize their content56. References = CompTIA Project+ Certification Study Guide7, CompTIA Project+ Certification Exam Objectives8, What Is a Content Management System (CMS)?1, What is a

Content Management System (CMS) | Oracle2, What is a Content Management System (CMS)? | Adobe Basics3, What is a CMS?4, What is a Content Management System?5, Content Management System (CMS) - Definition from Techopedia6

NEW QUESTION 168
Which of the following items must be protected as Pll? (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 171
A project manager needs to update the project sponsor and senior stakeholders about the progress of a project. Which of the following tools will the project manager MOST likely use?

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

Answer: A

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

NEW QUESTION 173
During the testing phase of a project, the regression test fails due to a specific item that is disrupting the entire system. Which of the following documents should the project manager use to identify who requested this item?

A. Issue log
B. Risk register
C. Defect log
D. Traceability matrix

Answer: D

Explanation:
A traceability matrix is a document that maps the requirements of a project to the deliverables, test cases, and changes that are produced to meet those requirements. It helps the project manager to track the origin, status, and impact of each requirement throughout the project life cycle. A traceability matrix can also identify who requested or approved each requirement. Therefore, the project manager can use the traceability matrix to identify who requested the specific item that caused the regression test to fail12.

NEW QUESTION 175
A project team is working on a document to precisely describe the success criteria that should be fulfilled by a product. Which of the following documents is the team preparing?

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

Answer: A

Explanation:
The project scope is the document that defines and describes the project objectives, deliverables, requirements, boundaries, assumptions, and constraints. It also includes the success criteria that should be fulfilled by the product or service to meet the stakeholder expectations and the business case. The success criteria are the measurable standards that indicate whether the project has achieved its intended results. The other options are not correct because:
? A quality plan is the document that defines and describes the quality standards, policies, procedures, tools, and techniques that will be applied to the project to ensure that the deliverables meet the requirements and the success criteria.
? Contract obligations are the terms and conditions that bind the parties involved in a contractual agreement, such as the project manager, the customer, the sponsor, and the vendor. Contract obligations specify the roles, responsibilities, deliverables, payments, and penalties of each party.
? A work breakdown structure (WBS) is a graphical representation of the project scope that breaks down the deliverables into smaller and manageable components. A WBS shows the hierarchy and relationship of the project elements, but does not include the success criteria. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), pages 175-179; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1: Given a scenario, create a project charter and project management plan.

NEW QUESTION 178
A company needs to have structured cabling installed in one of its buildings. Which of the following would be the best document for the company to use to obtain and compare information on cabling services and costs from various vendors?

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

Answer: D

Explanation:
An RFP (request for proposal) is a document that solicits proposals from potential vendors for a specific project or service. An RFP typically describes the project scope, requirements, evaluation criteria, and instructions for submitting proposals. An RFP is the best document for the company to use to obtain and compare information on cabling services and costs from various vendors, as it allows the company to evaluate the vendors' qualifications, experience, approach, and pricing12.

NEW QUESTION 179
A project team needs to understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. Which of the following artifacts would be the best to capture this information?

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

Answer: C

Explanation:
A project schedule is an artifact that shows the sequence, duration, and dependencies of the project activities, as well as the resources assigned to each activity. A project schedule helps the project team understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. A project schedule can also help monitor and control the project progress and performance1.

NEW QUESTION 182
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 conflicts3

NEW QUESTION 183
Which of the following software programs would be best to use to store information related to business transactions?

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

Answer: C

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

NEW QUESTION 188
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 193
A project implementation partner and the project manager disagree about completed requirements. The project manager shows the project requirements as 70% complete. The implementation partner validates that all requirements were completed. Which of the following would clarify what the project implementation partner was contractually expected to complete?

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

Answer: A

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

NEW QUESTION 197
A meeting agenda included the following items:
. Review the goals of the project.
. Review the progress of the project.
. Discuss if the project is ready to move forward.
Which of the following best describes this type of meeting?

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

Answer: D

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

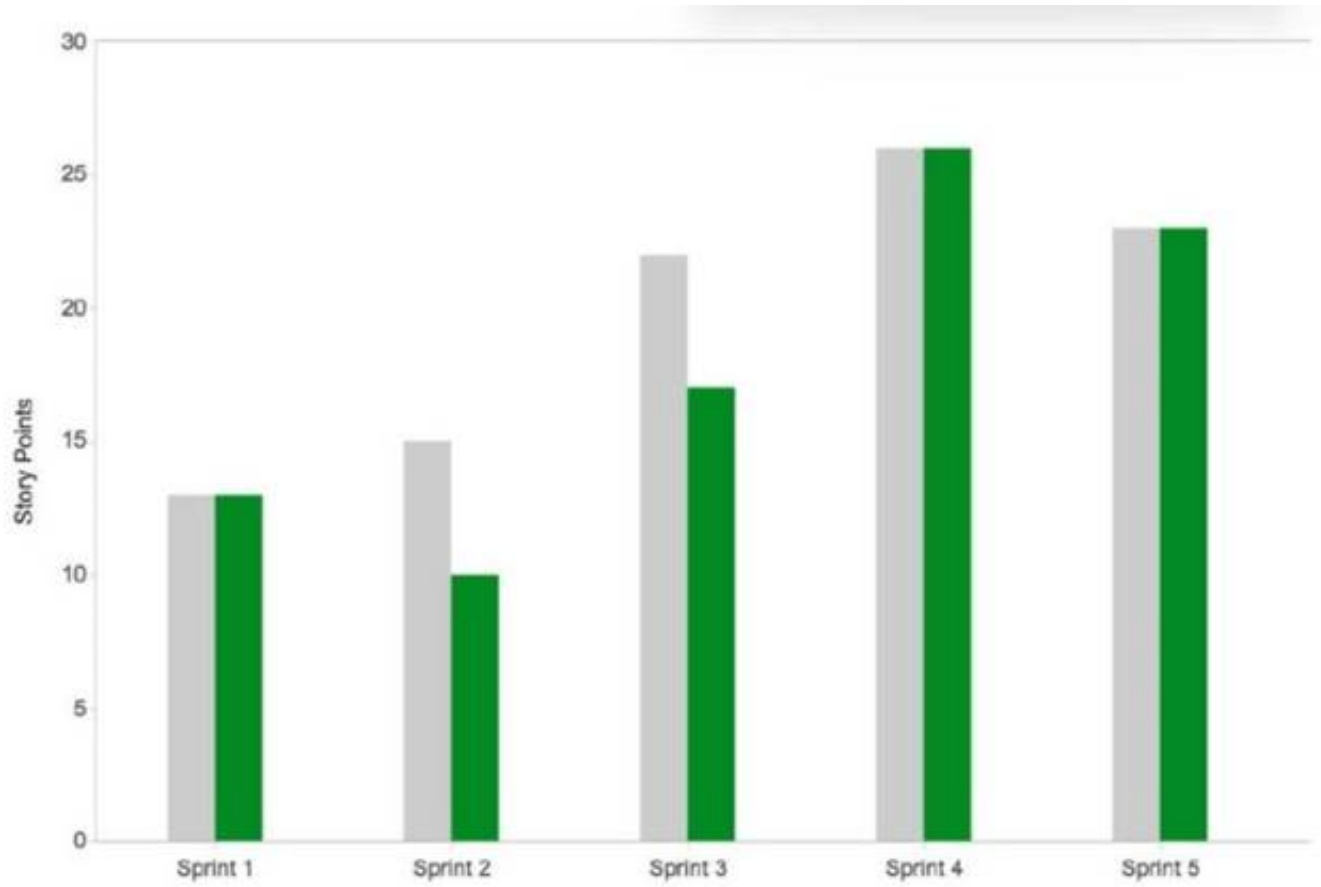
NEW QUESTION 200
A project manager is receiving reports of the actual project expenditures and, based on this information, is making adjustments to the budget. In which of the following phases does this occur?

A. Planning
B. Closure
C. Initiation
D. Execution

Answer: D

Explanation:
The execution phase is when the project manager and the team execute the project plan, deliver the project outputs, and monitor and control the project performance. This includes tracking and managing the project budget, scope, schedule, quality, and risks. Making adjustments to the budget based on the actual project expenditures is part of the monitoring and controlling process in the execution phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, p. 263.

NEW QUESTION 204
A project manager is monitoring team performance by comparing committed versus completed work. The project manager creates the following:



Sprint	Commitment	Completed
Sprint 1	13	13
Sprint 2	15	10
Sprint 3	22	17
Sprint 4	26	26
Sprint 5	23	23

Which of the following most likely represents the number of items in the backlog?

A. 23
B. 5
C. 10
D. 15

Answer: A

Explanation:
The number of items in the backlog can be determined by looking at the “Commitment” column for each sprint in the provided chart. For Sprint 5, there is a commitment of completing 23 items, which is the highest among all sprints. This indicates that there are at least 23 items in the backlog to be worked on. This is consistent with the concept of agile project management, which allows for changes and additions to the project scope based on customer feedback and changing requirements. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Agile Project Management, page 321. CompTIA Project+ Cert Guide: Exam PK0-004, Chapter 9: Agile Project Management, page 287

NEW QUESTION 206
By developing a project schedule, a PM has already validated the constraints, outlined the duration of the tasks and the phases, and confirmed the proper sequence and flow of the project. Which of the following activities still needs to be performed to complete the schedule?

A. Allocate resources.
B. Determine the project budget
C. Develop a communication plan.
D. Establish baselines.

Answer: D

Explanation:
The next step after defining tasks, durations, resources, and costs is to establish baselines. A baseline is an approved version of a project plan that serves as a reference point for measuring progress and performance throughout the project lifecycle. A baseline typically includes scope, schedule, cost, quality, and risk parameters. Establishing baselines involves presenting the project plan to key stakeholders and obtaining their formal agreement on the project objectives and deliverables. Baseline approval can help to establish clear expectations, avoid scope creep, and facilitate change control during project execution34

NEW QUESTION 208
A team is working on a project that has different stages, such as initiation, planning, execution, and closure. Which of the following is this an example of?

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

Answer: B

Explanation:

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

NEW QUESTION 209
Which of the following would be best to utilize when managing communications for project teams across multiple time zones?

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

Answer: A

Explanation:
A business collaboration tool is a software that enables teams to communicate, share, and create together online. A business collaboration tool can help project teams across multiple time zones to overcome the challenges of distance, time differences, and cultural diversity. A business collaboration tool can provide features such as instant messaging, video conferencing, file sharing, document editing, project management, and more. A business collaboration tool can also integrate with other applications and platforms that the project team uses. A business collaboration tool can improve the efficiency, productivity, and quality of the project team's work12. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Communications, p. 137; The 15 best collaboration tools for productive teams - Workable; 17 Best Business Collaboration Tools for Teams - Venngage

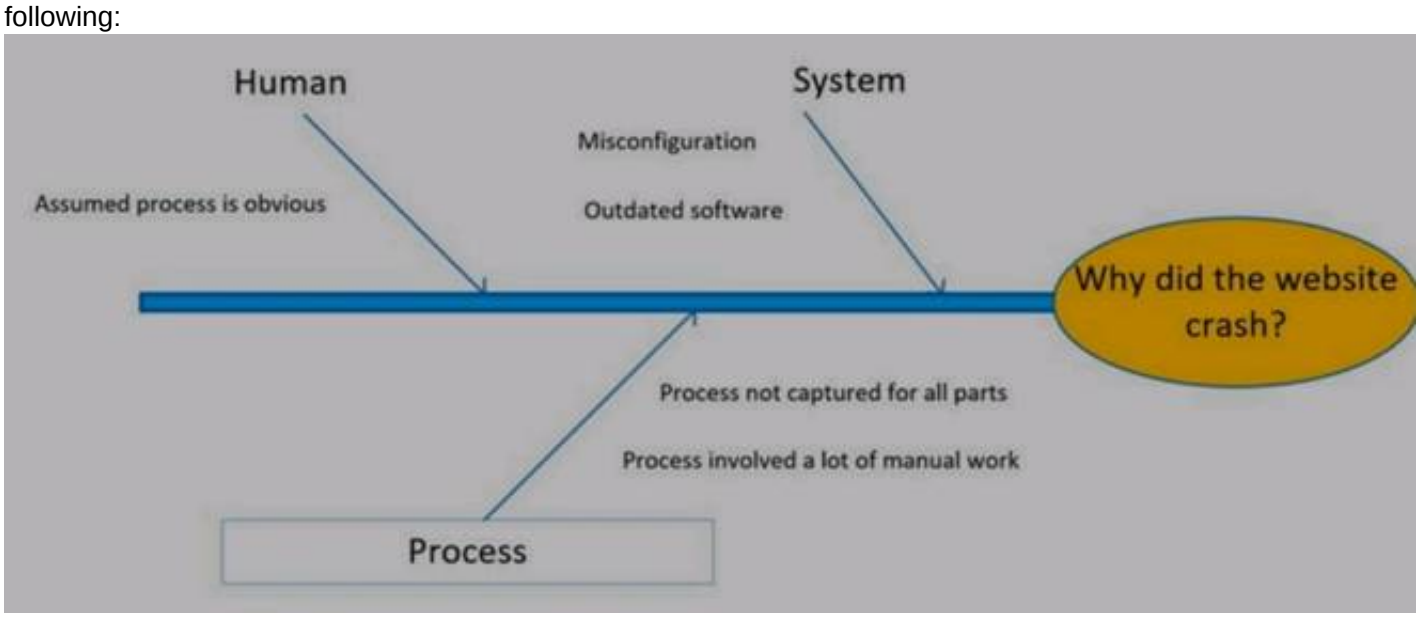
NEW QUESTION 210
A PM is working on a strategy to store records. Which of the following dements must be included in this plan? (Select TWO)

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 211
During a brainstorming session, a project team is elaborating on what caused the unexpected crash of the website that the team was developing. Given the following:



Which of the following was the initial cause of the issue?

A. Inadequate memory
B. Incorrect configuration
C. Lack of infrastructure
D. Inadequate instructions

Answer: B

Explanation:
Incorrect configuration was the initial cause of the issue that caused the unexpected crash of the website that the team was developing. The diagram given is an example of a fishbone diagram or a cause-and-effect diagram that shows the possible causes of a problem or effect. The diagram has four main categories: people, process, technology, and environment. Each category has subcategories that list specific factors that may contribute to the problem or effect. The diagram shows that incorrect configuration under technology was marked as an initial cause of website crash.

NEW QUESTION 215
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 218
Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

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

Answer: C

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

NEW QUESTION 220
During the project initiation phase, a project team has been identified. Which of the following is the NEXT step for the project manager?

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

Answer: C

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

NEW QUESTION 221
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 226
The project team determines that software installation can only begin after the desktops have been installed and can be powered on. Which of the following dependencies does this represent?

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

Answer: C

Explanation:
The dependency between software installation and desktop installation is a mandatory dependency. A mandatory dependency is a type of dependency that is

inherent in the nature or logic of the work and cannot be avoided or changed. It is also known as a hard dependency or a hard logic dependency. A mandatory dependency means that one task must be completed before another task can start or finish. For example, software installation can only start after desktop installation is finished5
The dependency between desktop installation and software installation represents a mandatory dependency. A mandatory dependency is a type of task dependency that is inherent in the nature of the work being performed. In this case, software installation cannot begin until desktops are installed and powered on, and therefore, the dependency is mandatory. References: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1: Identify the project management processes and the interactions between them.

NEW QUESTION 231
A project manager has been informed that the delivery of required IT equipment will be delayed. Which of the following is the FIRST step the project manager should take?

A. Make an impact assessment.
B. Prepare a new purchase order.
C. Select a new vendor.
D. Create a risk register.

Answer: A

Explanation:
The project manager should make an impact assessment after being informed that the delivery of required IT equipment will be delayed. An impact assessment is a process of analyzing and evaluating how a change or an issue may affect the scope, schedule, cost, quality, or risks of a project. An impact assessment can help to determine the severity and implications of the delay on the project objectives and deliverables and identify any possible alternatives or corrective actions to minimize or avoid its negative effects.

NEW QUESTION 235
Two project team members are assigned to set up new work areas and are disagreeing about the placement of hardware and peripherals at the end users' desks. The requirements do not specify where to place the items, just what is needed in each space. Which of the following should the project manager do to resolve the conflict?

A. Send out a survey to the potential end users to gather information about the best functional setup for work productivity.
B. Provide clear instructions based on personal preference and aesthetics for setup of the work areas.
C. Explain to team members that the placement of the items is not too important, as long as everything is connected and working.
D. Facilitate a meeting between team members to review the pros and cons of the different configurations so as to encourage an amicable solution.

Answer: D

Explanation:
This answer is based on the best practice of conflict resolution in project management, which is to use a collaborative or problem-solving approach that seeks a win- win outcome for all parties involved12. By facilitating a meeting, the project manager can help the team members communicate effectively, understand each other’s perspectives, and find a mutually acceptable solution that meets the project requirements. This way, the project manager can also maintain team morale and cohesion, and avoid imposing a decision that may cause resentment or dissatisfaction among the team members3. References = CompTIA Project+ Certification Study Guide4, CompTIA Project+ Certification Exam Objectives5, How Do You Handle Conflict in Project Management?1, 7 Strategies for Conflict Resolution in Project Management2, The Conflict Resolution Skills Every Project Manager Needs3

NEW QUESTION 238
A project manager prefers to have immediate contact with team members because it allows for faster response times and more interactive discussions. Which of the following communication methods should the project manager use?

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

Answer: A

Explanation:
The project manager should use synchronous communication methods if they prefer to have immediate contact with team members. Synchronous communication is a type of communication that occurs in real time and allows for faster response times and more interactive discussions. Examples of synchronous communication methods include phone calls, video conferences, instant messaging, and face-to-face meetings. Synchronous communication can help to build rapport, clarify doubts, and resolve issues quickly among team members.
Synchronous communication should be used when the project manager prefers to have immediate contact with team members. Synchronous communication allows for real-time interaction and feedback, enabling faster response times and more interactive discussions. References: CompTIA Project+ Study Guide Section 3.1.3

NEW QUESTION 239
A project team is defining operational training, discussing a go-live date, and describing the operational handoff. Which of the following best describes what the team is developing?

A. The project closeout report
B. A handover to operations
C. Phase-gate review documentation
D. A transition plan

Answer: D

Explanation:
A transition plan is a document that outlines how the project deliverables will be transferred to the operations team or the end users, and how the project team will disengage from the project. It typically includes details such as operational training, go-live date, support arrangements, roles and responsibilities, and acceptance

criteria. A transition plan is different from a project closeout report, which summarizes the project performance, lessons learned, and final status. A handover to operations is a process of transferring the project deliverables to the operations team, but it is not a document. A phase-gate review documentation is a set of documents that are used to evaluate the project progress and readiness to move to the next phase, but it is not related to the operational handoff. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, p. 409-410; [CompTIA Project+ Certification Exam Objectives], Domain 4: Project Closure, Objective 4.1: Compare and contrast various project closure activities.

NEW QUESTION 242
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 245
An software engineer is applying new updates to a program in a sandbox environment. Which of the following risk strategies best describes this practice?

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

Answer: B

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

NEW QUESTION 247
Which of the following pieces of data are examples of Pll?

A. Medical record and test result values
B. IP address and email address
C. Name and year of birth
D. X-ray and blood type

Answer: B

Explanation:
Pll stands for personally identifiable information, which is any data that can be used to identify a specific individual. Examples of Pll include name, address, phone number, email address, social security number, passport number, driver's license number, etc. IP address and email address are both Pll because they can be used to trace the identity and location of a person. Medical record and test result values, name and year of birth, and x-ray and blood type are not Pll by themselves, but they can become Pll if they are combined with other data that can link them to a specific individual. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Security, page 331. CompTIA Project+ Certification Exam Objectives, Domain 4: Project Security, Objective 4.1: Given a scenario, apply security best practices to a project, Sub-objective: Identify and classify Pll.

NEW QUESTION 249
A project manager is organizing and running a project closure meeting. Which of the following best describes the objective of this meeting?

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

Answer: B

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

NEW QUESTION 253
A project team is working remotely from different locations across the country. As part of a lessons-learned exercise, the project manager would like to identify the level of engagement among project team members. Which of the following would be the best tool for the project manager to use?

A. Meeting chat

B. Email
C. Real-time survey
D. Whiteboard

Answer: C

Explanation:
A real-time survey is a tool that allows the project manager to collect feedback from the project team members in an interactive and timely manner. A real-time survey can measure the level of engagement, satisfaction, motivation, and performance of the team members, as well as identify any issues, challenges, or opportunities for improvement. A real-time survey can also increase the participation and collaboration of the team members, as they can see the results and comments of their peers instantly. A real-time survey is more effective than a meeting chat, an email, or a whiteboard, as it can reach a larger and more diverse audience, provide more structured and quantitative data, and avoid distractions and interruptions. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Closure, p. 367; The 9 best online survey apps in 2023 | Zapier

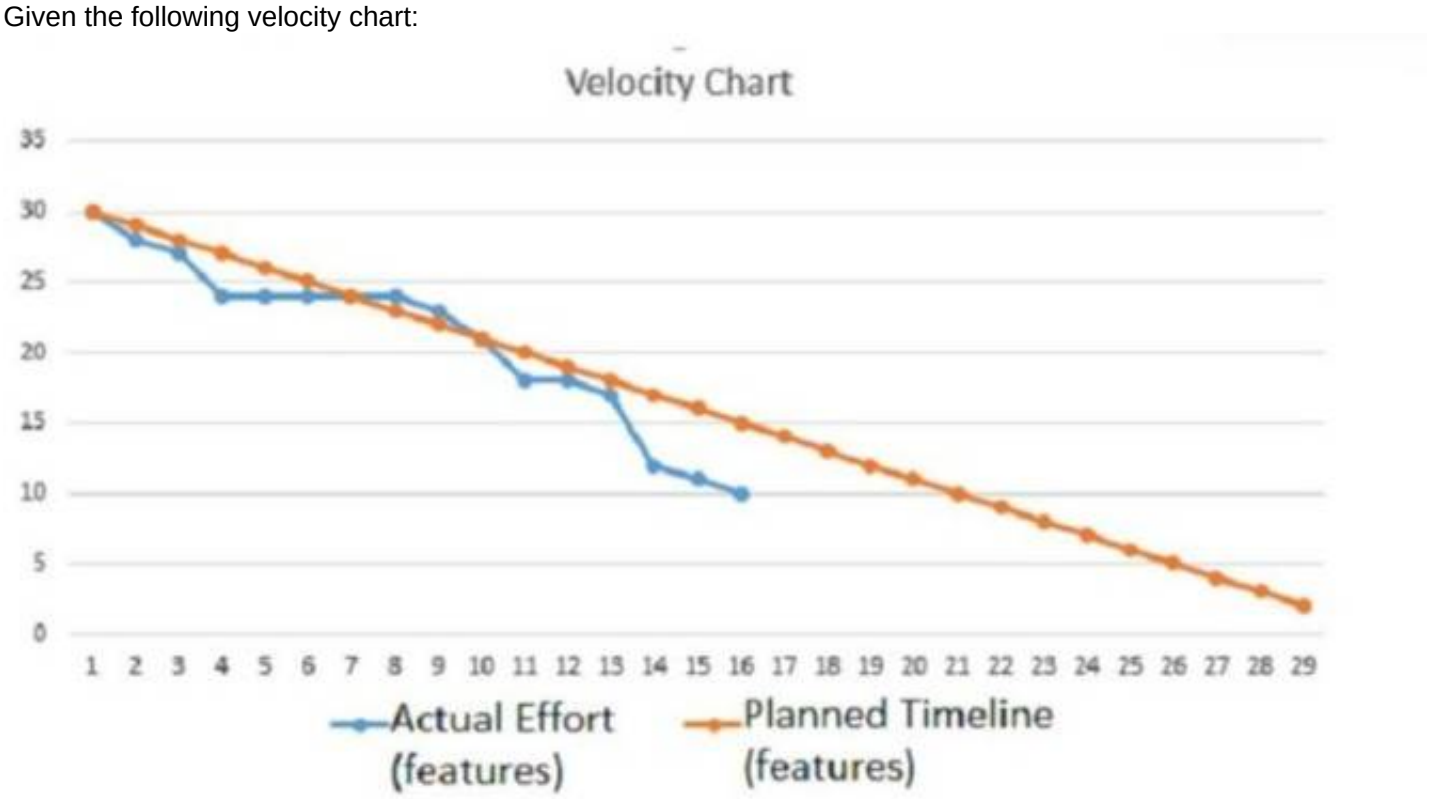
NEW QUESTION 255
A stakeholder works in a remote location and has not been replying to emails. The Internet service in that location is intermittent, and the stakeholder prefers to be contacted by telephone. Which of the following artifacts should the project manager have prepared to avoid this situation?

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 257
Given the following velocity chart:



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

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

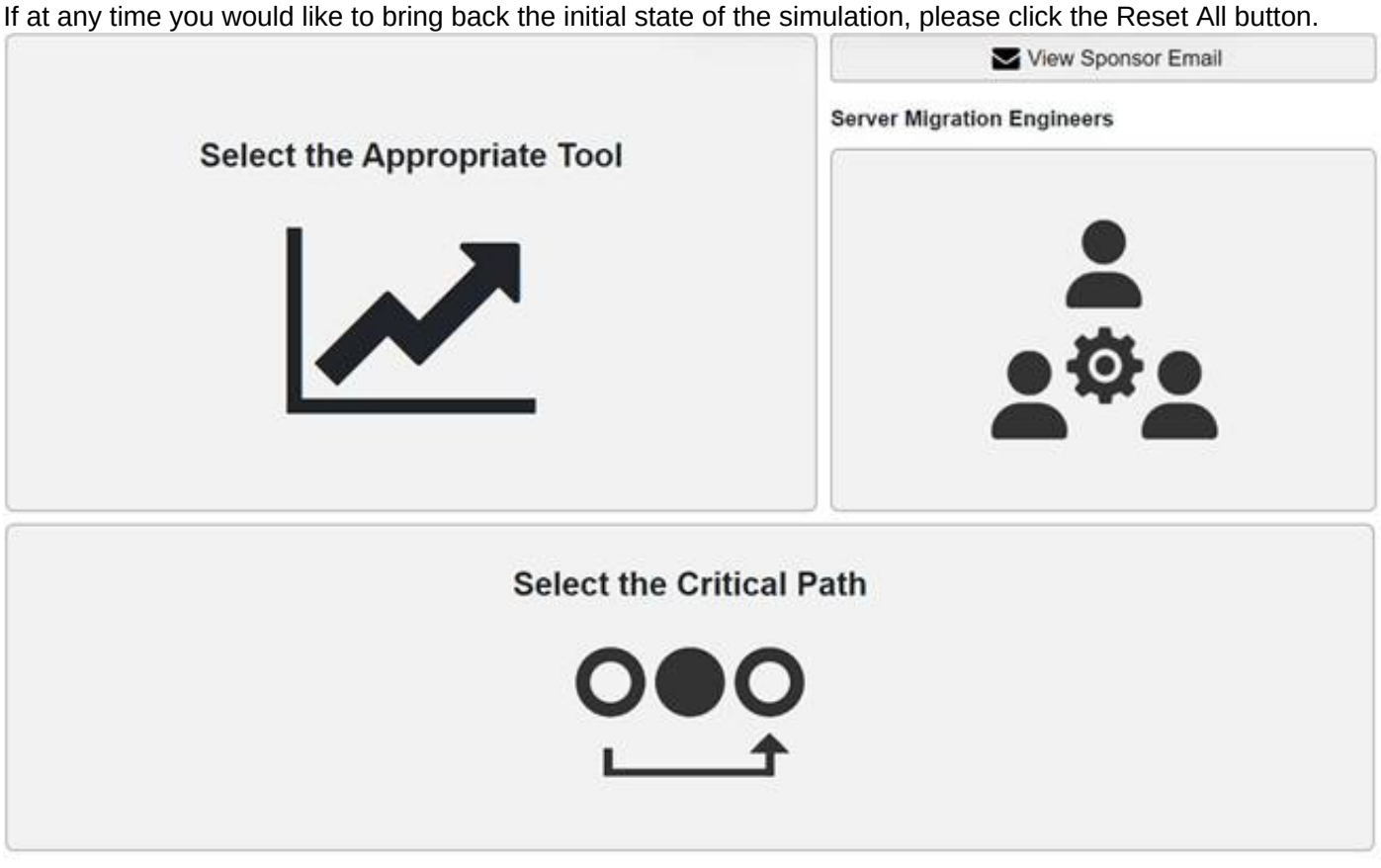
Answer: D

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

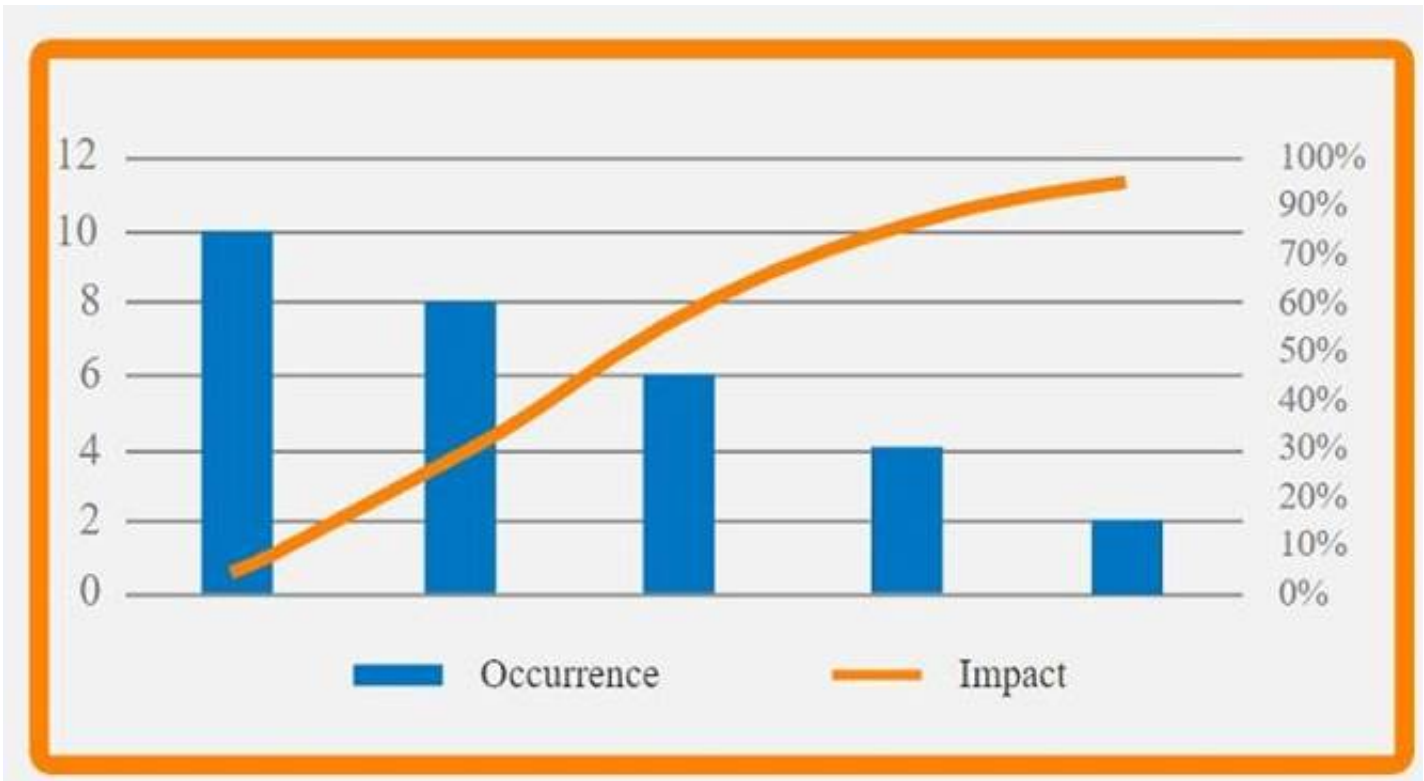
NEW QUESTION 258
SIMULATION
During the project execution phase, Ann, a project manager, received an email from the project sponsor asking for an additional work package to be added to the project scope due to new legislation.
INSTRUCTIONS
Review the email with the latest updates sent by the project sponsor and respond in the following order:
* 1. Select the best tool for tracking the server migration progress.

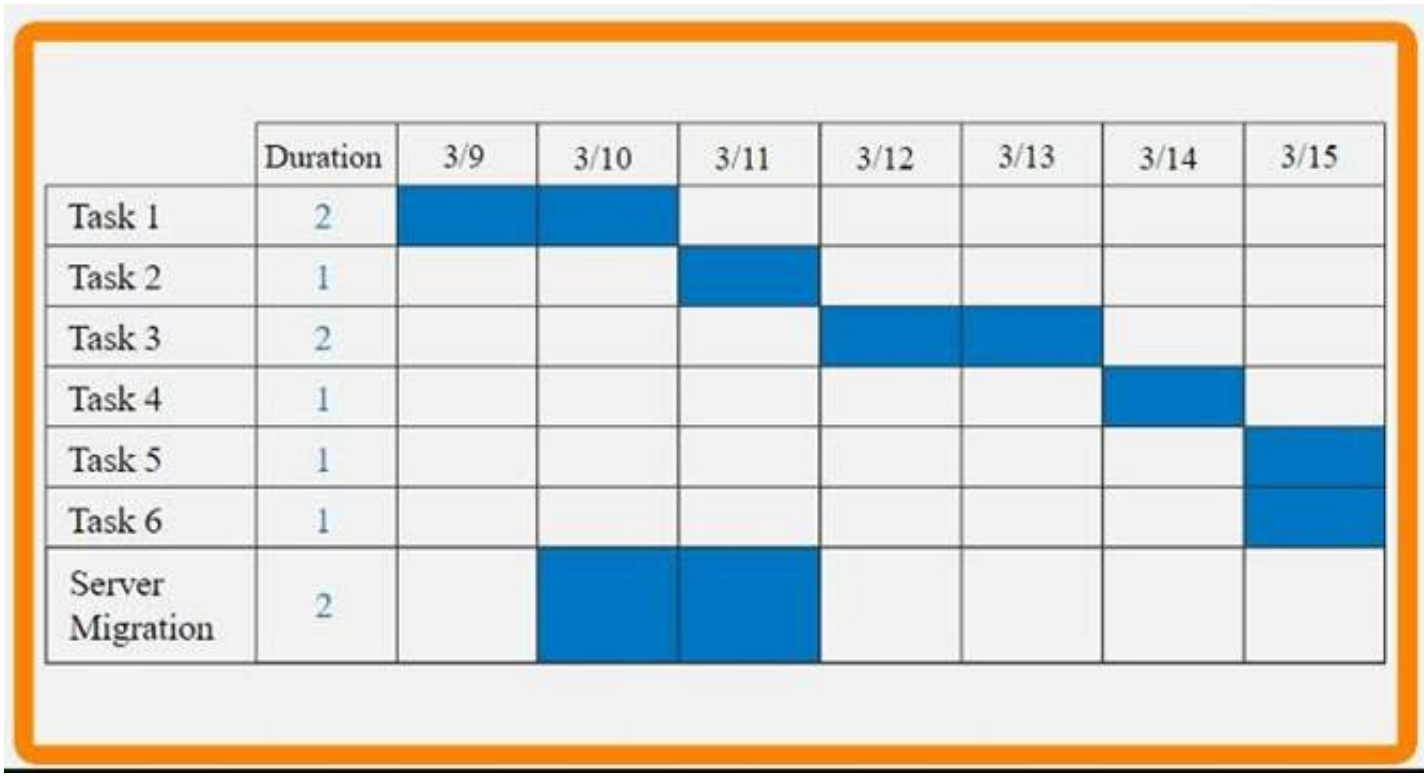
* 2. Select the new critical path.
* 3. Select the correct number of engineers required for the server migration phase.

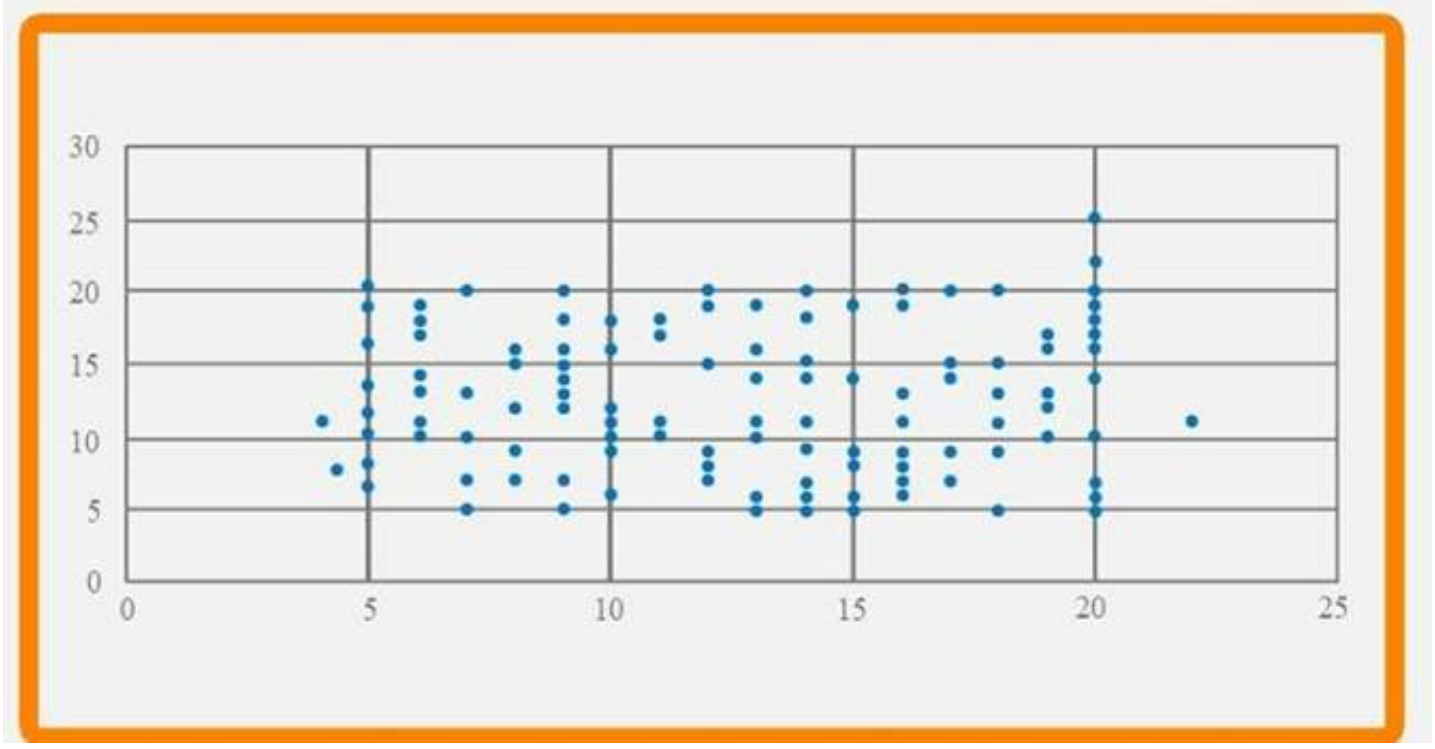
If at any time you would like to bring back the initial state of the simulation, please click the Reset All button.

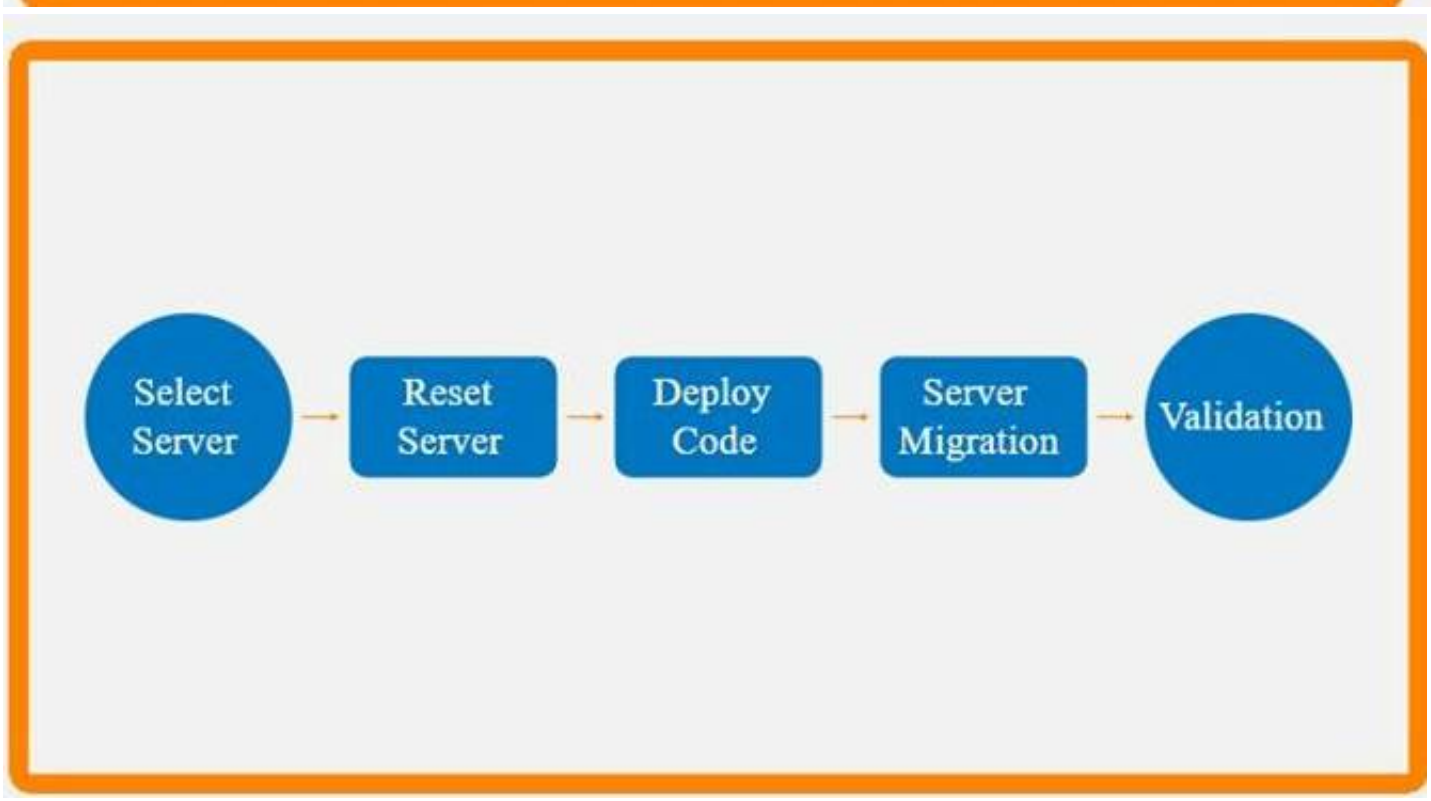


Select the Appropriate Tool:



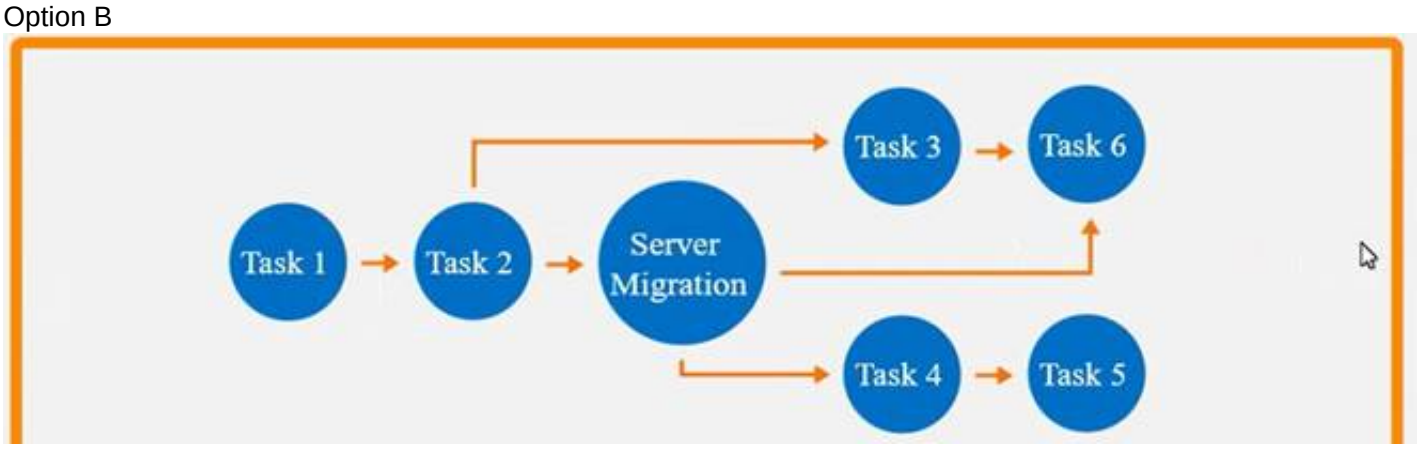




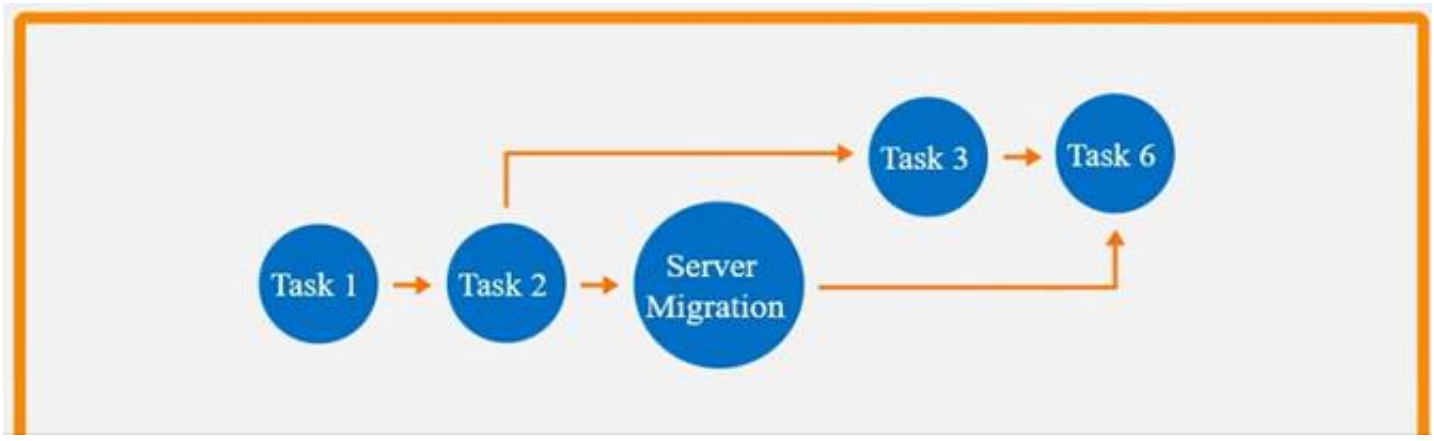


Select the new critical path. Option A

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.

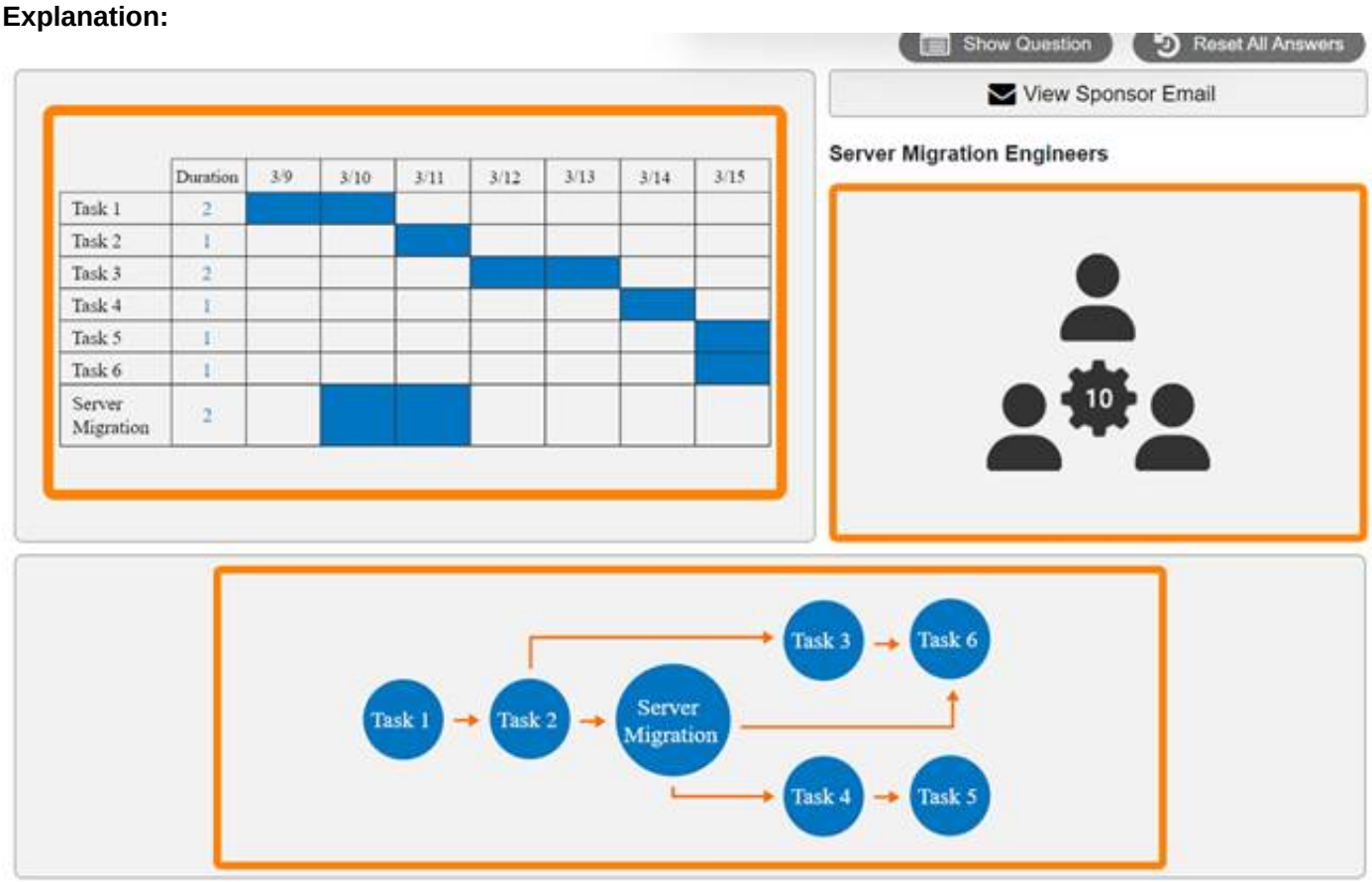
Sincerely,

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 263
Several stakeholders have declined the invitation for the kickoff of a major digital transformation protect. Which of the following actions should the project manager take NEXT?

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

Answer: A

Explanation:
The project sponsor is the person who provides the authority, funding, and support for the project. The project sponsor can also help to influence and engage the key stakeholders who are essential for the success of the project. If several stakeholders have declined the invitation for the kickoff meeting, which is an important event to establish the vision, scope, and expectations of the project, the project manager should escalate this issue to the project sponsor and seek their assistance to ensure the participation of the stakeholders1, p. 47

NEW QUESTION 265
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 270
A project manager was not part of a contract negotiation. The project manager is concerned that stakeholders will expect the project to achieve deliverables requested in the RFP Which of the following documents should the project manager produce FIRST to start communication about the boundaries of the project?

A. Milestone chart
B. Work breakdown structure
C. Project charter
D. Detailed scope statement

Answer: C

Explanation:
The project manager should produce a project charter first to start communication about the boundaries of the project. A project charter is a document that formally authorizes a project and defines its high-level scope, objectives, assumptions, constraints, stakeholders, roles and responsibilities, and key deliverables. A project charter can help to communicate the project vision and expectations to all stakeholders and provide a basis for future project decisions23

NEW QUESTION 274
After a release, the project sponsor received an escalation from an executive about the
extension of the downtime after the scheduled window. Which of the following should be added to the issue log?

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

Answer: C

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

NEW QUESTION 277
A new junior PM who has ownership of a project does not understand how to manage conflicts involving multiple personalities. Which of the following is the best order of the stages the PM should follow to nurture the team to high performance?

A. Forming, storming, performing, norming, adjourning
B. Forming, performing, storming, norming, adjourning
C. Forming, norming, storming, performing, adjourning
D. Forming, storming, norming, performing, adjourning

Answer: D

Explanation:
This is the correct order of the stages of team development according to Tuckman's model123. The forming stage is where team members first meet and get acquainted. The storming stage is where team members experience conflicts and disagreements. The norming stage is where team members resolve their differences and establish norms and rules. The performing stage is where team members work together effectively and efficiently. The adjourning stage is where team members complete the project and celebrate their achievements. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Project Team Management, p. 197; The 5 Stages of Team Development (Including Examples) | Upwork; The 5 Stages of Team Development
- Teamwork; Using the Stages of Team Development | MIT Human Resources

NEW QUESTION 281
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