

Exam Questions PK0-005

CompTIA Project+ Certification Exam

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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

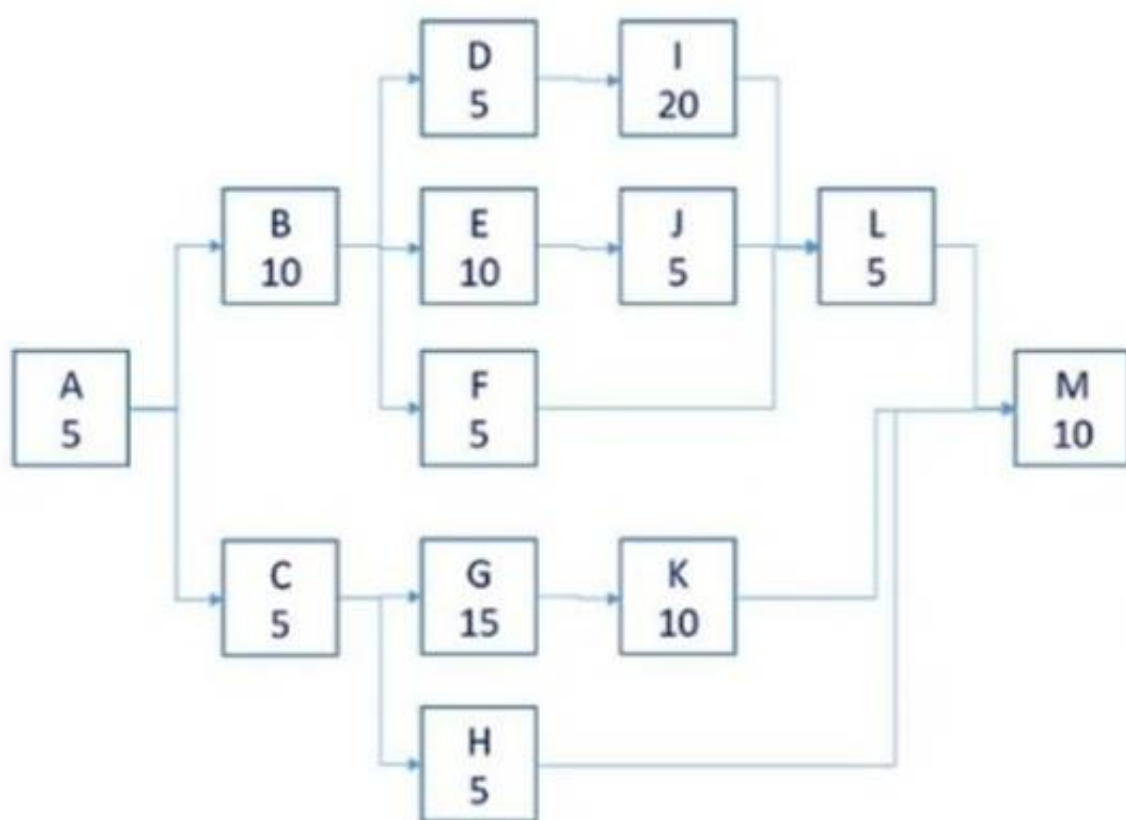
Answer: B

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

Given the following network diagram:



Which of the following is the critical path?

- A. A-C-G-K-M
- B. A-B-D-I-L-M
- C. A-B-E-J-L-M
- D. A-B-F-L-M

Answer: A

Explanation:

The critical path is the sequence of tasks that determines the minimum project duration. It is the longest path through the network diagram and has the least amount of slack or float. Based on the provided network diagram, the critical path is A-C-G-K-M, which has the longest total duration when adding up the individual task durations. References = The concept of the critical path is covered in the CompTIA Project+ Certification Study Guide¹. For more detailed information on how to calculate and identify the critical path in project management, you can refer to the study guide and other project management resources².

NEW QUESTION 4

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 5

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

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

Answer: C

Explanation:

A rollback plan, also known as a backout plan, is a strategy designed to reverse changes made during a project in case of failure or undesired results¹. A rollback plan is a form of risk response that allows the project to restore the previous state and minimize the impact of the issue. A rollback plan is usually created during the planning phase and implemented during the execution or closing phase of the project. The other options are not correct because:

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

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

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

NEW QUESTION 6

During a status meeting, the development team reviews work and finds an unforeseen dependency on one of the critical project activities. As a result, the project will most likely be delayed. Which of the following actions should the project manager MOST likely perform?

- A. Work with the project scheduler to update the project timeline.
- B. Communicate to the stakeholders about the updated timeline.
- C. Ask the development team to fast-track upcoming activities.
- D. Add two resources so the critical activities will finish on time.

Answer: A

Explanation:

Work with the project scheduler to update the project timeline. The project manager should work with the project scheduler to update the project timeline after finding an unforeseen dependency on one of the critical project activities that will most likely cause a delay. The project scheduler is a person or a tool that helps plan, schedule, monitor, and control the project activities and resources. The project scheduler can help the project manager to assess the impact of the dependency on the project schedule and identify any possible ways to mitigate or resolve it. The project scheduler can also help to update the project timeline with the revised dates and durations of the project activities and communicate them to the relevant stakeholders.

NEW QUESTION 7

SIMULATION

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

Review the dashboard.

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

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

Part 1:

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

Part 2:

Question Options	
Select the appropriate document(s) to update.	
<input type="checkbox"/>	Risk register
<input type="checkbox"/>	Schedule
<input type="checkbox"/>	Statement of work
<input type="checkbox"/>	Organizational chart
<input type="checkbox"/>	Change log
<input type="checkbox"/>	Issues log
<input type="checkbox"/>	WBS dictionary

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Part 1:

Change Control Process:

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

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

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

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

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

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

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

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

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

Part2:

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

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

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

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

NEW QUESTION 8

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 9

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. PII
- 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 10

After months of recruiting, a team finally found the right candidate for a very specific coding language assignment. Due to this delay, the team has a tight timeline without any float. A day before the candidate is scheduled to join the team, the project manager realizes the candidate has a non-compete agreement from the previous employer. Which of the following should the project manager do?

- A. Withdraw the offer to the candidate and raise this as a risk.
- B. Ignore a potential lawsuit since this is a critical project.
- C. Use a third-party company for the contract to legally avoid responsibility.
- D. Have a meeting with the project sponsor to discuss the situation.

Answer: D

Explanation:

The project manager should inform the project sponsor about the issue and seek their guidance and support. The project sponsor is the person who provides the resources and authority for the project, and who can help resolve any conflicts or problems that may arise. The project manager should not withdraw the offer, ignore the lawsuit, or use a third-party company without consulting the project sponsor first, as these actions may have legal, ethical, or financial implications for the project and the organization¹².

NEW QUESTION 10

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 14

A project manager realizes that a project will not be completed on time due to resource constraints. Which of the following actions should the project manager take NEXT?

- A. Trigger the contingency plan and communicate with the stakeholders.
- B. Work with the functional managers to create a work-around.
- C. Submit a change request to the change control board.
- D. Transfer the risk by hiring a new vendor who was successful on a previous project.
- E. Set up an escalation meeting with the sponsor.

Answer: C

Explanation:

Submit a change request to the change control board. The project manager should submit a change request to the change control board (CCB) if they realize that the project will not be completed on time due to resource constraints. A change request is a formal proposal to modify any aspect of the project, such as scope, schedule, cost, quality, or resources. A change request must be submitted to the CCB, which is a group of stakeholders who are authorized to review and approve changes. Submitting a change request can help to document the impact of the resource constraints on the project and seek approval for any corrective actions or preventive actions¹².

NEW QUESTION 17

Which of the following should occur when implementing an IT infrastructure change that takes risks into consideration?

- A. Approving the change request
- B. Developing a rollback plan
- C. Gathering necessary resources
- D. Defining requirements

Answer: B

Explanation:

When implementing an IT infrastructure change that takes risks into consideration, the project manager should develop a rollback plan. A rollback plan is a contingency plan that outlines the steps that need to be taken in case the change does not work as expected. It includes a plan to roll back the changes and restore the system to its previous state. References: CompTIA Project+ Study Guide Section 3.3.

The project manager should develop a rollback plan when implementing an IT infrastructure change that takes risks into consideration. A rollback plan is a contingency plan that describes how to revert back to the previous state of the system in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact of the change on the system performance and availability and ensure business continuity and data integrity.

NEW QUESTION 22

When introducing a new information asset, what is the MOST important responsibility of the asset owner?

- A. Information disposal
- B. Information classification
- C. Information access administration
- D. Information backup

Answer: B

Explanation:

The most important responsibility of an asset owner when introducing a new information asset is information classification. This process involves determining the level of sensitivity and the appropriate handling of the asset. Classification helps in applying the right security controls and access permissions, ensuring that the asset is protected according to its value and sensitivity.

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

NEW QUESTION 24

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 27

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 28

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

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

Answer: A

Explanation:

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

NEW QUESTION 30

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 31

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 34

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 36

A project coordinator has started a new project and is reviewing the following characteristics provided by the customer:

- Two developers
- High uncertainty about existing systems
- Risk of frequent requirement changes
- Tight deadlines

Which of the following project methodologies would be best to use in this situation?

- A. PRINCE2
- B. Scrum
- C. SAFe
- D. XP

Answer: B

Explanation:

This answer is based on the best practice of choosing a project management methodology that suits the project characteristics and environment¹². Scrum is an agile framework that is designed to handle complex and uncertain projects with frequent changes and tight deadlines³⁴. Scrum involves a small, cross-functional team that works in short iterations called sprints, delivering incremental and potentially shippable products at the end of each sprint⁵. Scrum also allows for continuous feedback and improvement through daily stand-up meetings, sprint reviews, and retrospectives⁶. Scrum is suitable for this project because it can accommodate the high uncertainty, the risk of requirement changes, and the tight deadlines, while also enabling the two developers to collaborate effectively and deliver value to the customer. References = CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, Project Management Methodologies Comparison (11 PM Methods)⁶, Project Management Methodologies: 12 Best Frameworks [2023]⁷, What is Scrum?⁵, Scrum Methodology: The Ultimate Guide⁶

NEW QUESTION 37

A project manager is assigned to a multinational project with team members from different continents. Which of the following is the MOST important aspect for the project manager to consider?

- A. Resource allocation
- B. Communication security
- C. Technological factors
- D. Cultural differences

Answer: D

Explanation:

Cultural differences are the most important aspect for the project manager to consider when assigned to a multinational project with team members from different continents. Cultural differences refer to the variations in beliefs, values, norms, behaviors, customs, and communication styles among people from different countries or regions. Cultural differences can affect how team members interact, communicate, collaborate, negotiate, make decisions, solve problems, manage conflicts, and perform tasks. The project manager should be aware of and respect the cultural differences among team members and foster a positive and inclusive team culture that leverages diversity and promotes trust and cooperation.

NEW QUESTION 38

A global franchise requests that a company provide a solution to unify its operation worldwide. Additionally, the company would like the solution to provide

operation reports in real time without asking the country franchise manager for these reports. Which of the following cloud models would the company suggest to the global franchise?

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

Answer: D

Explanation:

SaaS, or Software as a Service, is a type of cloud computing that provides ready-to-use software applications over the internet. The software is hosted and managed by the service provider, and the users do not have to install, update, or maintain it. SaaS is suitable for the global franchise because it can provide a unified solution that can be accessed from anywhere, anytime, and on any device. SaaS can also provide real-time operation reports without requiring the intervention of the country franchise managers. SaaS can offer benefits such as scalability, flexibility, cost-effectiveness, and security for the global 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 40

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

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

Answer: A

NEW QUESTION 44

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 45

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

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

Answer: A

Explanation:

Encryption is the process of transforming data into an unreadable format that can only be accessed by authorized parties who have the decryption key. Encryption is the best approach for the project manager to keep the PII confidential, as it protects the data from unauthorized access during storage and transmission¹².

NEW QUESTION 46

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

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

Answer: B

Explanation:

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

Alliance

NEW QUESTION 49

A piece of equipment has malfunctioned and is stalling the completion of a deliverable for a project. Which of the following should the project manager do next?

- A. Buy a replacement for the faulty equipment.
- B. Get the maintenance team to resolve the issue.
- C. Escalate the issue to the project sponsor.
- D. Rate the severity of the impact the issue has on the project.

Answer: D

Explanation:

This answer is based on the best practice of issue management in project management, which is to identify, analyze, prioritize, and resolve issues that affect the project performance, scope, schedule, quality, or budget¹². The first step in this process is to rate the severity of the impact the issue has on the project, which involves assessing the likelihood and consequences of the issue, and assigning a rating or score to the issue based on a predefined scale or criteria³⁴. By rating the severity of the impact, the project manager can determine the urgency and importance of the issue, and decide the appropriate course of action to address the issue⁵⁶. Rating the severity of the impact is better than the other options because:

? Buying a replacement for the faulty equipment may not be feasible, cost-effective, or timely, depending on the availability, price, and delivery time of the equipment. It may also require approval from the project sponsor or other stakeholders, and may affect the project budget or scope⁷.

? Getting the maintenance team to resolve the issue may not be possible, depending on the nature and extent of the malfunction, the skills and availability of the maintenance team, and the warranty or service contract of the equipment. It may also take time and resources to diagnose and fix the problem, and may cause further delays or disruptions to the project⁸.

? Escalating the issue to the project sponsor may not be necessary, depending on the severity and complexity of the issue, and the authority and responsibility of the project manager. It may also create unnecessary alarm or confusion among the project stakeholders, and may undermine the project manager's credibility or autonomy⁹.

References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Issue Management?¹, Issue Management Process², How to Assess the Severity of Project Issues³, How to Prioritize Project Issues⁴, How to Replace Faulty Equipment in Project Management⁵, How to Manage Equipment Maintenance in Project Management⁶, How to Escalate Issues in Project Management⁷

NEW QUESTION 50

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

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

Answer: A

NEW QUESTION 55

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

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

Answer: D

Explanation:

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

NEW QUESTION 59

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 60

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

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

Answer: D

Explanation:

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

NEW QUESTION 61

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

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

Answer: D

Explanation:

The current stage of the project team is norming, which is the third stage of the five stages of team development. In this stage, the team members have resolved their conflicts and differences, and have established a sense of cohesion and collaboration.

They are more productive, supportive, and cooperative, and they follow the agreed norms and rules of the team. They also communicate effectively and seek feedback and assistance from each other. The norming stage is preceded by the forming stage, where the team members get to know each other and the project goals, and the storming stage, where the team members experience disagreements and challenges. The norming stage is followed by the performing stage, where the team members work efficiently and autonomously towards the project outcomes, and the adjourning stage, where the team members complete the project and celebrate their achievements. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 11: Team Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 11: Team Management²; The 5 Stages of Team Development (Including Examples)³

NEW QUESTION 63

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 67

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 69

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 72

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 73

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

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

Answer: A

Explanation:

A rollback plan is a part of the project management plan that defines how to revert the system to its previous state or baseline if the change or migration fails or causes unacceptable impacts¹. A rollback plan is different from a contingency plan, which is a plan to deal with a specific risk event that may or may not occur². A release plan and a deployment plan are not relevant to the scenario, as they are used to plan and execute the delivery and installation of the system, not to undo them. Therefore, the correct answer is A. Rollback plan.

NEW QUESTION 77

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 82

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

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

Answer: B

Explanation:

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

NEW QUESTION 87

A project manager has been very diligent in maintaining the version control for the documentation of requirements. Which of the following tools is the project

manager using?

- A. Multiauthoring software
- B. Word processor
- C. Real-time polling
- D. Conferencing platforms

Answer: A

Explanation:

The project manager is using multiauthoring software to maintain the version control for the documentation of requirements. Multiauthoring software is a type of software that allows multiple users to create, edit, and collaborate on documents simultaneously. It also provides features such as tracking changes, commenting, reviewing, and merging versions. Multiauthoring software can help to improve the quality, accuracy, and consistency of documents and facilitate communication and feedback among stakeholders. Examples of multiauthoring software include Google Docs, Microsoft Word Online, and Confluence³⁴

NEW QUESTION 89

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 90

Which of the following is a consideration when determining a project's ESG factors?

- A. Project management methodology
- B. IT infrastructure security
- C. Proper accounting practices
- D. Corporate values compliance

Answer: D

Explanation:

Corporate values compliance is a consideration when determining a project's ESG factors, because it reflects how a project aligns with the ethical standards and social responsibility of the organization. Corporate values compliance can help to enhance the reputation, trust, and loyalty of the organization among its stakeholders, as well as to avoid legal or regulatory issues that may arise from violating the values. Corporate values compliance can also influence the project scope, objectives, deliverables, and stakeholders, as well as the project management methodology, processes, and practices. The other options are not directly related to ESG factors. Project management methodology is the approach or framework that guides how a project is planned, executed, monitored, and controlled. IT infrastructure security is the protection of the hardware, software, network, and data components of a project from unauthorized access, use, modification, or destruction. Proper accounting practices are the rules and standards that govern how financial transactions and statements are recorded, reported, and audited for a project. 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; What Is Environmental, Social, and Governance (ESG) Investing

NEW QUESTION 91

Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

- A. Compromising
- B. Forcing
- C. Smoothing
- D. Collaborating

Answer: C

Explanation:

Smoothing is a conflict resolution technique that involves minimizing or ignoring the differences between the parties and focusing on the common interests or goals¹. It is often used when the conflict is not very important or when there is a need to maintain harmony and relationships². By using smoothing, the project manager can reduce the tension and stress caused by the disagreement and encourage the team members to cooperate and work together. Smoothing is different from compromising, which involves finding a middle ground or a trade-off that partially satisfies both parties; forcing, which involves imposing one's own solution or decision on the other party; and collaborating, which involves finding a win-win solution that fully satisfies both parties³. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 10: Executing Projects Part 1, page 297; A Quick Guide to Resource Smoothing: Definition, Benefits, and Process, Conflict Resolution Techniques section; Resource Smoothing: How To Use In Project Management | Hive, Smoothing section.

NEW QUESTION 94

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 96

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 100

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

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

Answer: A

Explanation:

Infrastructure as a service (IaaS) offers administrators more direct control over operating systems than other cloud service models. IaaS is a type of cloud computing service that provides virtualized computing resources such as servers, storage, network, and operating systems over the internet. IaaS allows users to rent or lease infrastructure resources on demand and pay only for what they use. IaaS gives users more flexibility and control over their infrastructure resources and enables them to configure, manage, and customize their operating systems according to their needs and preferences³

NEW QUESTION 102

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

- A. RFI

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

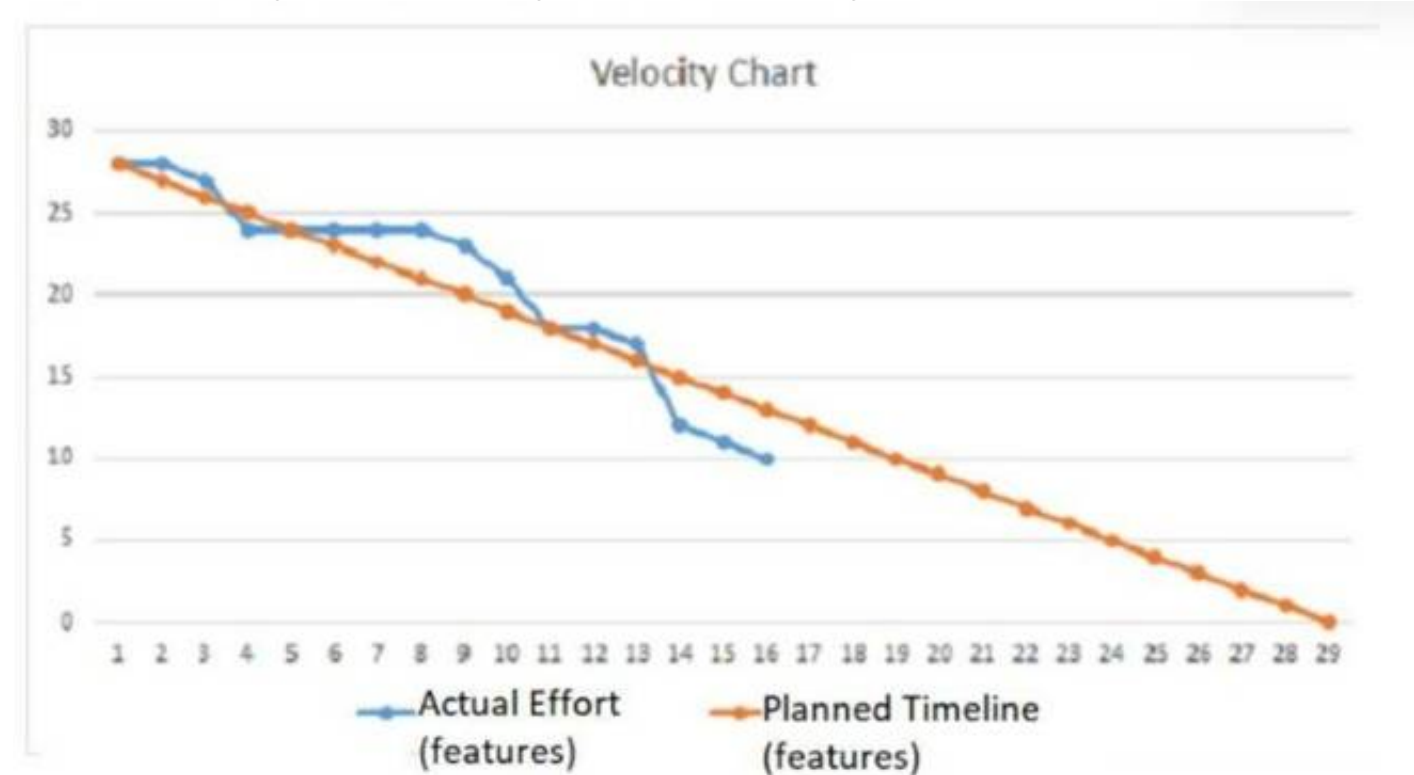
Answer: B

Explanation:

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

NEW QUESTION 103

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 106

Which of the following is the main reason for documenting artifacts?

- A. To provide a record of the project's progress and achievements for future reference
- B. To show stakeholders that the project is on track and progressing as planned
- C. To help team members be aware of roles and responsibilities
- D. To ensure that the project team understands the importance of the project to the organization

Answer: A

Explanation:

Documenting artifacts is the main reason for creating and maintaining project documents that relate to the management of the project, not the project deliverables. Artifacts are used to define, support, and align the project work to the project requirements and business goals. They also serve as a source of information and evidence for future projects, audits, reviews, and lessons learned¹. Documenting artifacts helps to capture the project's history, performance, outcomes, and best practices, which can be useful for organizational learning and improvement².
References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Closing the Project, page 403; Project Artifacts and How to Use Them - Rebel's Guide to Project Management, Introduction and What are project artifacts in project management? sections; Project Management Artifacts: Definition, Types, and Phases, Introduction and What are project artifacts in project management? sections.

NEW QUESTION 109

A PM received feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. Which of the following is the MOST effective step for the PM to take to ensure clarity within the team?

- A. Create a list of tasks and share it with the team.
- B. Resend the scope of work to the team.
- C. Review the Gantt chart weekly with the team.
- D. Have the project sponsor meet with the team.

Answer: C

Explanation:

Reviewing the Gantt chart weekly with the team would be the most effective step for the project manager to take to ensure clarity within the team after receiving feedback from the project sponsor that the resources involved in the project are unsure of their daily activities. A Gantt chart is a graphical tool that shows the schedule of a project, including the start and end dates, durations, dependencies, milestones, and progress of each task or activity. Reviewing the Gantt chart weekly with the team can help to clarify their roles and responsibilities, assign tasks and deadlines, track and report their status and performance, identify and resolve any issues or risks, and keep them aligned and engaged with the project goals.VVVVVVVVVVVVVV

NEW QUESTION 110

A company that is implementing an updated version of its main product hired a new project manager to lead the project. Prior to the start of the project, the sponsor asked the project manager to prepare a report on the defects found in the previous project to avoid a decrease in production. The report shows that the two main defects are related to cosmetic and physical damage to the product. Which of the following charts would BEST prioritize which defects to address?

- A. Pareto
- B. Run
- C. Control
- D. Histogram

Answer: A

Explanation:

The project manager should use a Pareto chart to prioritize which defects to address for the product. A Pareto chart is a type of bar chart that shows the frequency or impact of different causes of problems or defects. It also shows a cumulative line that represents the percentage of the total frequency or impact. A Pareto chart can help to prioritize the causes that have the most significant effect on the quality of the product and apply the 80/20 rule, which states that 80% of the problems are caused by 20% of the causes.

NEW QUESTION 115

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 116

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 119

During a stand-up meeting, a team member asks to include a change that an important stakeholder requested in the project board. This request is denied, and the team member has to go back to what was originally planned for the sprint. Which of the following individuals should the stakeholder have asked to request the change instead of the team member?

- A. Architect
- B. Project sponsor
- C. Scrum master
- D. Product owner

Answer: D

Explanation:

The product owner is the person who is responsible for managing the product backlog, which includes adding, removing, or changing items based on stakeholder feedback and business value. The product owner is also the one who can collaborate with the development team and the scrum master to decide if a change can be accommodated in the current sprint or deferred to a future sprint. Therefore, the stakeholder should have asked the product owner to request the change instead of the team member, who is not authorized to make changes to the sprint backlog¹².

NEW QUESTION 124

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

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

Answer: B

Explanation:

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

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

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

NEW QUESTION 128

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 133

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 135

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

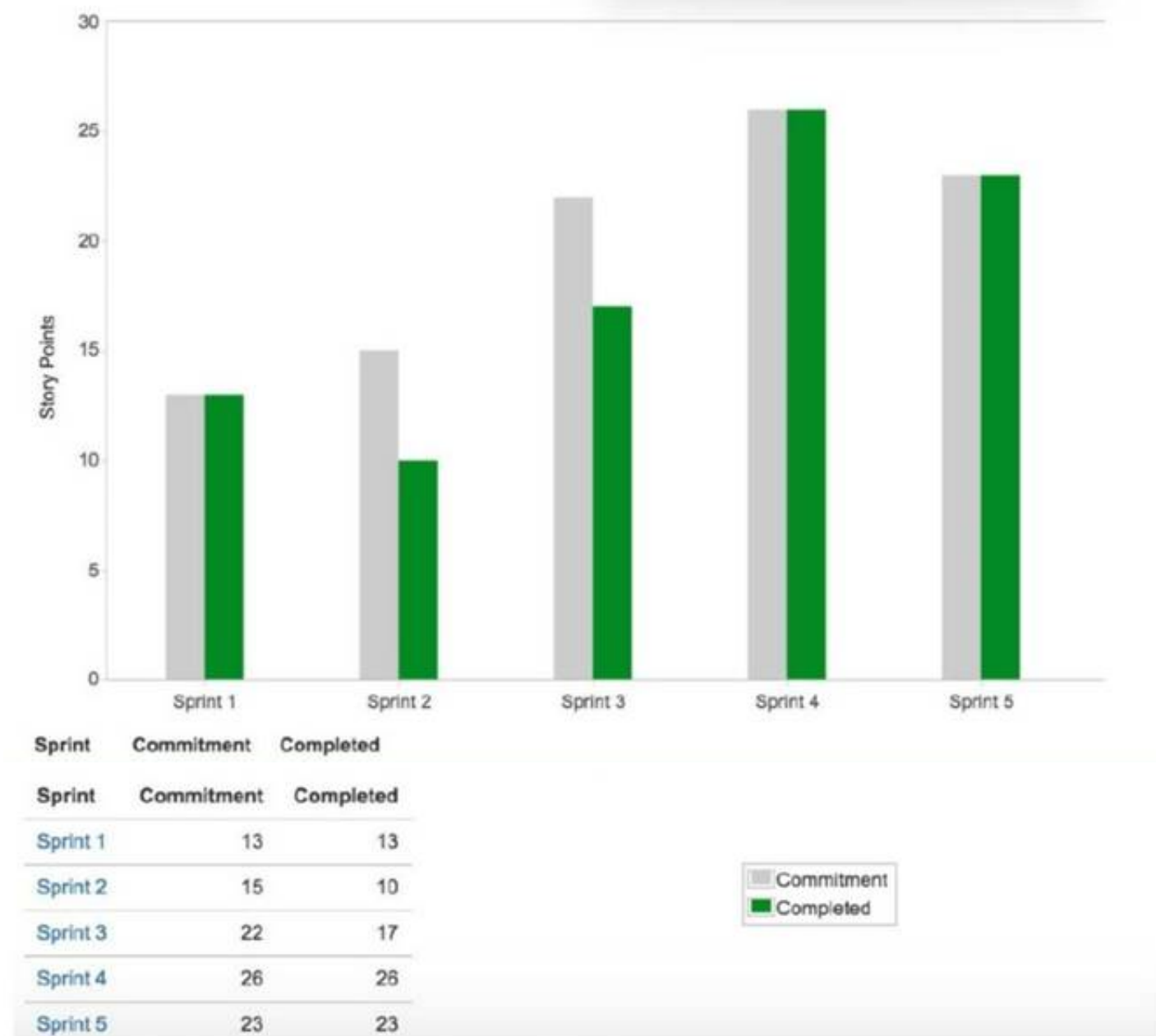
Answer: A

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 139

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



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 142

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 143

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 146

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 150

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 151

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

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

Answer: C

Explanation:

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

NEW QUESTION 153

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

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

Answer: C

Explanation:

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

and Change Management, p. 97-98.

NEW QUESTION 155

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 159

A project is running over budget, and due to new legislation in the country, the company needs to release all its contractors on the project or hire them as full-time employees. Which of the following should the PM do next to comply with the new legislation?

- A. Use only full-time employees even if the project is delayed.
- B. Hire all team members to avoid any delay in the project.
- C. Close the contract and pay the contractors cash for the remainder of the project.
- D. Look for an overseas vendor to finalize the project work.

Answer: A

Explanation:

In response to new legislation requiring the release of contractors or their conversion to full-time employees, the project manager should prioritize compliance with the law. This may involve using only full-time employees, even if it results in project delays. The focus should be on legal compliance and the ethical treatment of workers, rather than solely on project timelines.

References = The answer is based on standard project management practices and the typical response to changes in legislation affecting project staffing. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 164

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 166

A PM is working with stakeholders in the discovery phase and comparing the cost of the project to the cost savings the project will produce when it is complete. The output of this exercise will produce the:

- A. ROI.
- B. SOW.
- C. RFI.
- D. RPR

Answer: A

Explanation:

The output of this exercise where the project manager is comparing the cost of the project to the cost savings the project will produce when it is complete will produce the return on investment (ROI). ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits or returns to its costs. ROI can help to evaluate the value or worth of a project and support decision making and prioritization. ROI is calculated by dividing the net benefits (benefits minus costs) by the total costs and multiplying by 100 to get a percentage.

NEW QUESTION 168

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 169

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

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

Answer: C

Explanation:

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

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

NEW QUESTION 174

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

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

Answer: D

Explanation:

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

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

NEW QUESTION 176

Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

- A. Compromising
- B. Forcing
- C. Smoothing
- D. Collaborating

Answer: C

Explanation:

Smoothing is a conflict resolution technique that involves emphasizing the areas of agreement and minimizing the areas of difference. It is useful when the conflict is minor and the relationship between the parties is more important than the issue. Smoothing can help maintain harmony and avoid further escalation of the conflict.

NEW QUESTION 181

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

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

Answer: C

Explanation:

Stress testing is a type of performance testing that evaluates how a system behaves under extreme load conditions, such as high volume of data, concurrent users, or transactions. Stress testing can help to identify the system's breaking point, bottlenecks, and resource limitations, and to ensure that the system can recover from failures and maintain its functionality. In this case, the team performed stress testing to validate that system performance will not be impacted by migrating all data to a single system following the merger of two companies. This implies that the team simulated a high amount of data transfer and processing.

and measured the system's response time, throughput, availability, and reliability under such load. Stress testing is better than the other options because:

- ? Regression testing is a type of functional testing that verifies that a system's existing features and functionality are not affected by a change or an update⁵⁶. Regression testing does not focus on system performance or load conditions, but rather on system correctness and quality.
- ? Smoke testing is a type of functional testing that checks the basic functionality and stability of a system before performing more detailed and comprehensive testing⁷⁸. Smoke testing does not measure system performance or load conditions, but rather ensures that the system is ready for further testing.
- ? Automation testing is a technique of using software tools or scripts to execute test cases and compare the actual results with the expected results⁹¹⁰. Automation testing is not a specific type of testing, but rather a way of performing testing. Automation testing can be applied to various types of testing, including stress testing, regression testing, and smoke testing.

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

NEW QUESTION 184

Which of the following provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property?

- A. Remote access
- B. Password protection
- C. Multifactor authentication
- D. Virtual private network

Answer: C

Explanation:

Multifactor authentication (MFA) is a security method that requires users to provide two or more pieces of evidence to verify their identity before accessing a system. MFA can use different types of factors, such as something the user knows (e.g., password, PIN, security question), something the user has (e.g., token, smart card, mobile device), or something the user is (e.g., fingerprint, face, voice). MFA provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property, as it makes it harder for unauthorized users to gain access by compromising one factor alone. MFA can also prevent phishing, brute force, and credential theft attacks¹². References = CompTIA Project+ PK0-005 Certification Study Guide,

NEW QUESTION 188

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 192

Which of the following metrics BE ST measures the alignment of the information security program to operational objectives?

- A. Percentage of controls with identified business owners
- B. Percentage of risk investments with defined business cases
- C. Ratio of control cost to operational budget
- D. Senior management satisfaction scores related to the security program

Answer: B

Explanation:

The percentage of risk investments with defined business cases is a metric that measures how well the information security program aligns with the operational objectives of the organization. It indicates how many of the security-related investments are justified by a clear analysis of the expected benefits, costs, and risks, and how they support the business goals and priorities. This metric can help the organization optimize its security spending, demonstrate the value of security to the stakeholders, and align the security strategy with the business strategy¹. References = Performance Measurement Guide for Information Security, Section 3.2.3, page 16; Key Performance Indicators for Security Governance, Part 1, Section 3, page 3.

NEW QUESTION 196

A PM wants to add a chart to the monthly status report to show major accomplishments for key events. Which of the following is the best chart to use?

- A. Milestone
- B. Gantt
- C. Burndown
- D. PERT

Answer: A

Explanation:

A milestone chart is the best chart to use to show major accomplishments for key events, because it displays the important deliverables or outcomes of a project

along a timeline¹². A milestone chart can provide a high-level overview of the project progress and achievements, without showing the details of each task or activity³⁴. A milestone chart can also help communicate the project status and expectations to the stakeholders, and identify any potential risks or delays that may affect the project completion⁵⁶. References = CompTIA Project+ Certification Study Guide⁷, CompTIA Project+ Certification Exam Objectives⁸, 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

NEW QUESTION 200

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 205

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 207

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

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

Answer: C

Explanation:

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

NEW QUESTION 208

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

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

Answer: B

Explanation:

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

NEW QUESTION 213

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 214

During a complex, multiyear project, a PM must discern which project tasks overlap so resources can be allocated appropriately. Which of the following is best for determining this information?

- A. PERT chart
- B. Milestone chart
- C. Gantt chart
- D. Budget burndown chart

Answer: C

Explanation:

A Gantt chart is a visual tool used in project management to represent the timing of tasks required to complete a project. It is particularly useful for showing the start and finish dates of elements of a project, dependencies between tasks, and the current schedule status. This makes it an ideal choice for a project manager to discern overlapping tasks and allocate resources efficiently.

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

NEW QUESTION 219

A PM is meeting with the project team to identify the baseline go-live date, the operational training, and the handoff procedures. Which of the following phases is the project team performing?

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

Answer: B

Explanation:

The closing phase is when the project manager and the team finalize the project, deliver the outcomes to the customer, obtain formal acceptance, conduct lessons learned, and hand over the project to the operations team. Identifying the baseline go-live date, the operational training, and the handoff procedures are part of the closing activities that ensure a smooth transition and closure of the project. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing Projects, p. 333-334.

NEW QUESTION 220

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 221

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 224

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 225

A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

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

Answer: A

Explanation:

The project manager has taken a risk mitigation approach by buying the item from another vendor who can supply it immediately. Risk mitigation is a strategy that involves reducing the probability and/or impact of a negative risk to an acceptable level. By purchasing the item from another vendor, the project manager has reduced the impact of the delay on the project schedule, even though it may have increased the project cost. Risk mitigation is different from risk transfer, which involves shifting the responsibility or burden of a risk to a third party, usually through a contract or insurance. Risk acceptance is a strategy that involves acknowledging the risk and being prepared to deal with its consequences. Risk sharing is a strategy that involves allocating some or all of the ownership of a risk to another party who is willing to take on that risk, usually for some form of incentive or reward. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management¹; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management²

NEW QUESTION 230

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 233

Which of the following best describes a manufacturer's obligation to repair or change, without extra costs, any part of a product that is not functioning?

- A. Service-level agreement
- B. Functional testing
- C. Warranty period
- D. Audit

Answer: C

Explanation:

A warranty period is the time during which a manufacturer or seller agrees to repair or replace a product that is defective or does not meet the specified standards. A warranty period can be expressed in terms of duration (e.g., one year) or usage (e.g., 10,000 miles). A warranty period is a form of consumer protection that obliges the manufacturer or seller to bear the costs of repairing or changing any part of the product that is not functioning properly¹.

NEW QUESTION 234

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

the global franchise?

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

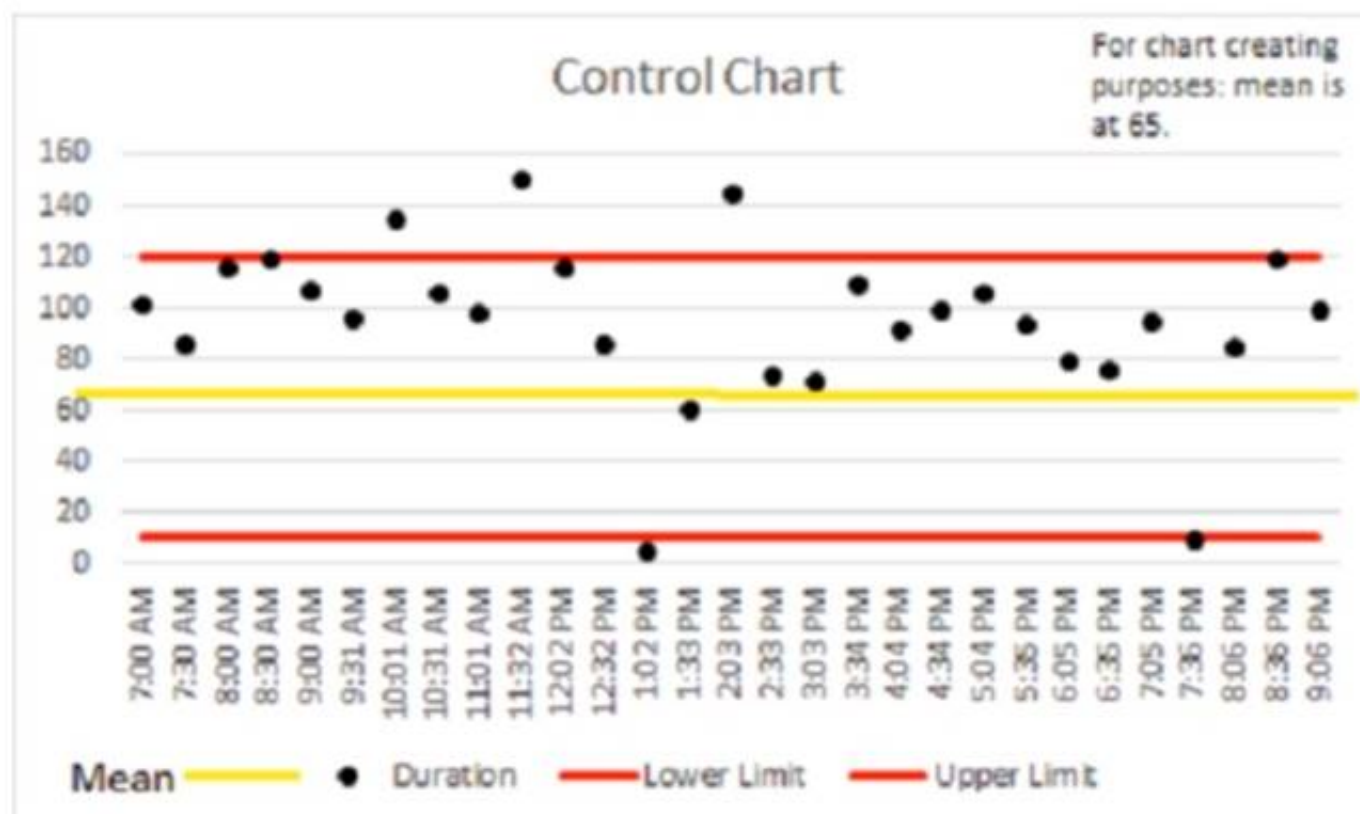
Answer: D

Explanation:

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

NEW QUESTION 237

A project team evaluated the performance of a new reporting system and the quantity of queries to be processed during predetermined time stamps.



Which of the following is the current status of the process?

- A. Based on the rule of seven, the process is under control
- B. The amount of data is insufficient to determine if quality is low.
- C. The process is out of control and should be revised.
- D. The goal should be adjusted since most of the data points are close to the lower limit.

Answer: C

Explanation:

The process is out of control and should be revised. The project manager can use the rule of seven to determine the status of the process based on the control chart.

The rule of seven states that if seven or more consecutive measurements fall on one side of the mean that there's an assignable cause that needs investigation. In this case, the last seven data points are all below the mean, which indicates that the process is out of control and in need of adjustment¹²

NEW QUESTION 239

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

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

Answer: A

Explanation:

This answer is based on the understanding that outsourcing is a form of procurement, which is one of the knowledge areas in project management. Procurement involves acquiring goods and services from external sources to support the project objectives. According to the CompTIA Project+ Study Guide¹, procurement

activities occur mainly in the planning phase of the project, where the project manager identifies the project needs, defines the scope of work, evaluates the potential vendors, and prepares the procurement documents. The other options are not correct because:

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

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

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

NEW QUESTION 244

Which of the following should be considered first when determining the privacy management for project data?

- A. Evaluating the current privacy protection program
- B. Understanding applicable privacy regulations
- C. Maintaining awareness of industry best practices
- D. Implementing security role-based controls

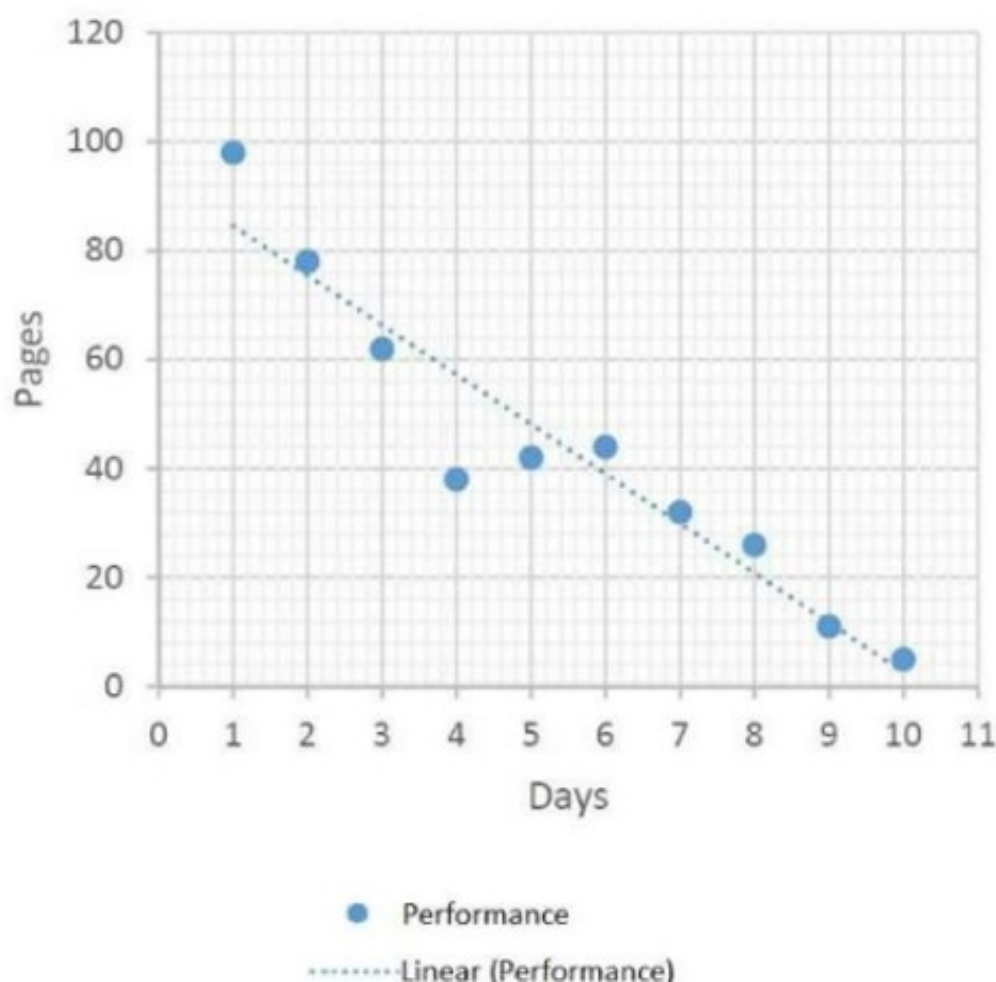
Answer: B

Explanation:

Before starting a new project that involves personal data, the project manager should first understand the relevant privacy regulations that apply to the data subjects, the data controllers, and the data processors. These regulations may vary depending on the location, industry, and nature of the data. For example, GDPR applies to any project that processes the personal data of individuals in the European Union, regardless of where the project is based or executed. Understanding the applicable privacy regulations will help the project manager to identify the legal obligations, risks, and compliance requirements for the project data. References = CompTIA Project+ Study Guide, Chapter 3: Project Planning, Section 3.4: Data Privacy and Security, p. 121-122; A Project Management Approach to Data Protection Compliance; 10 Data Protection Considerations Before Starting a New Project; Project Teams Must Manage Risk and New Requirements to Ensure Data Privacy

NEW QUESTION 248

A project team member wrote a user guide over the past ten days. Given the following scatter diagram.



Which of the following can be formally conducted?

- A. The team member prioritized other tasks over the completion of this task
- B. The team member had performance issues over time.
- C. There is a negative correlation between time and output
- D. This is a display of units of outstanding work to predict completion

Answer: C

Explanation:

The scatter diagram shows a clear negative correlation between time (days) and output (pages), meaning as time progresses, the number of pages completed decreases. This is evident from the downward trend of the plotted points on the graph. References = CompTIA Project+ Certification Study Guide, Chapter 3: Project Execution, page 130; CompTIA Project+ Certification Exam Objectives, Domain 3.0: Project Execution, Objective 3.3: Analyze project performance by using appropriate tools and techniques, Sub-objective 3.3.2: Given a scenario, interpret the results of data analysis using appropriate tools and techniques, Knowledge of: Scatter diagrams.

NEW QUESTION 249

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 252

A project manager is coordinating multiple teams of six people that will each provide feedback for a new product. The teams are recording their opinions, which may be used to define the final product that is sent to mass production. Which of the following best describes this technique?

- A. Demonstration
- B. Workshop
- C. Brainstorming
- D. Focus group

Answer: D

Explanation:

A focus group is a technique that involves gathering a group of people who share some characteristics or interests related to a product, service, or issue, and asking them for their opinions, perceptions, or feedback. The project manager acts as a moderator or facilitator who guides the discussion and records the results. A focus group can help to collect information from a representative sample of the target population, explore ideas, identify needs and preferences, and support the completion of larger projects. The other options are not correct because:

? A demonstration is a technique that involves showing the features or capabilities of a product, service, or process to the stakeholders or customers, usually in a live or simulated environment. A demonstration can help to validate the requirements, obtain feedback, and verify the functionality of a deliverable.

? A workshop is a technique that involves bringing together a group of stakeholders or experts to work on a specific topic, problem, or issue, usually in a structured and facilitated way. A workshop can help to define the scope, plan the activities, identify the risks, resolve the conflicts, and generate the solutions of a project.

? Brainstorming is a technique that involves generating a large number of ideas or alternatives for a problem or opportunity, usually in a creative and spontaneous way. Brainstorming can help to enhance the creativity, diversity, and quality of the ideas, and encourage the participation and collaboration of the team members. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), page 191; 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 255

Government projects require that personnel submit to background screenings for certain clearance requirements. Which of the following best describes this process?

- A. Data security
- B. Operational security
- C. Physical security
- D. Digital security

Answer: B

Explanation:

Operational security is the process of identifying, protecting, and controlling sensitive information and activities from unauthorized access or disclosure.

Operational security includes background screenings for personnel who need to access classified or restricted information or resources, as well as implementing policies and procedures to prevent leaks, breaches, or espionage. Operational security is essential for government projects that involve national security, defense, intelligence, or law enforcement. Operational security is different from data security, which is the process of safeguarding data from unauthorized access, use, modification, or destruction. Data security includes encryption, authentication, authorization, backup, and recovery of data. Operational security is also different from physical security, which is the process of securing physical assets, such as equipment, data, or personnel, from unauthorized access or damage. Physical security includes locks, alarms, cameras, guards, and fences. Operational security is also different from digital security, which is the process of protecting digital devices, networks, and systems from cyberattacks, malware, or hacking. Digital security includes firewalls, antivirus, VPN, and passwords. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management2; What is Operational Security (OPSEC)?3

NEW QUESTION 256

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

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

Answer: A

Explanation:

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

NEW QUESTION 259

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