



**"Please note that these files may not be up to date. However, the questions will help you understand the exam format and typical question patterns!"**

**[www.atmicnetworks.com](http://www.atmicnetworks.com)**

Warning: Keep connected with our support team  
for latest updates

## Question: 1

### 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

- 1
- 2
- 3
- 4
- 5 Select the appropriate document(s) to update.
- 6
- 7
- 8

### Drag and Drop

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

Part 2:

## Question Options

Select the appropriate document(s) to update.

Schedule

Statement of work

Organizational chart

Change log

Issues log

WBS dictionary

**Answer: See the  
Explanation for  
the**

## 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.

## Question: 2

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

A. Train users on the proper use of the system.

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

**Answer: C,D**

**Explanation:**

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

### **Question: 3**

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

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

**Answer: C**

**Explanation:**

The project manager can use the survey results as an input for performance feedback for the project team members. Performance feedback is a process of providing constructive and timely information on the performance of individuals or teams in relation to project goals and expectations. Performance feedback can help to motivate, improve, and recognize project team members345

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

#### **Question: 4**

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

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

**Answer: A**

**Explanation:**

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

#### **Question: 5**

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

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

**Answer: C**

**Explanation:**

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

3.3.3

**Question: 6**

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.

Reference: 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.

### **Question: 7**

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. Reference: 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.

### **Question: 8**

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

- A. Synchronous
- B. Informal

C. Asynchronous

D. Formal

**Answer: A**

**Explanation:**

The project manager should use synchronous communication methods if they prefer to have immediate contact with team members. Synchronous communication is a type of communication that occurs in real time and allows for faster response times and more interactive discussions. Examples of synchronous communication methods include phone calls, video conferences, instant messaging, and face-to-face meetings. Synchronous communication can help to build rapport, clarify doubts, and resolve issues quickly among team members.

Synchronous communication should be used when the project manager prefers to have immediate contact with team members. Synchronous communication allows for real-time interaction and feedback, enabling faster response times and more interactive discussions. Reference: CompTIA Project+ Study Guide Section 3.1.3

### **Question: 9**

As part of the planning phase, a PM has defined tasks, durations, resources, and costs. Which of the following is the NEXT step in the process?

- A. Update the work breakdown structure.
- B. Review the backlog.
- C. Seek baseline approval.
- D. Establish the resource pool.

**Answer: C**

**Explanation:**

The next step in the process after defining tasks, durations, resources, and costs is to seek baseline approval. 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.

Seeking baseline approval 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 execution.

The NEXT step after defining tasks, durations, resources, and costs during the planning phase is to seek baseline approval. Baseline approval involves finalizing the project plan and gaining approval from stakeholders, establishing the plan as the baseline for the project's performance. Reference: CompTIA Project+ Study Guide Section 3.4.1

### Question: 10

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 actions<sup>12</sup>

### Question: 11

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 execution<sup>34</sup>

### **Question: 12**

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. Reference: 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.

### Question: 13

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

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

**Answer: C**

#### Explanation:

In order to find the client billing rate for a particular engineer, the project manager would need to refer to the SOW (Statement of Work). The SOW is a document that outlines the work to be performed, the timeframe for completion, and the cost of the project. It also includes information about the resources involved in the project and their billing rates. Reference: CompTIA Project+ Study Guide Section 2.2.

The project manager would need a statement of work (SOW) to find information about the client billing rate for a particular engineer. A SOW is a document that defines the scope of work for a project or contract. It usually includes information such as deliverables, milestones, timeline, costs, payment terms, quality standards, and acceptance criteria. A SOW can help to specify what services or products will be provided by whom, when, where, how, and for how much.

### Question: 14

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. Reference: 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.

### **Question: 15**

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

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

**Answer: B**

**Explanation:**

During the stabilization phase of recently deployed software, the project manager will most likely use a defect log to track and manage reported bugs. A defect log is a document that contains information about the defects or issues identified during testing or after the deployment of software. It includes the severity of the defect, the steps to reproduce the problem, and the actions taken to resolve the defect. Reference: CompTIA Project+ Study Guide Section 4.1.

The project manager will most likely use a defect log during the stabilization phase for recently deployed software to record a bug that is compromising data integrity. A defect log is a tool that tracks and documents any errors or flaws found in a software product or system during testing or operation. It usually includes information such as defect ID, description, severity, priority, status, resolution, and responsible person. A defect log can help to monitor and manage the quality of the software product or system and ensure that all defects are identified and resolved before delivery or release.

### Question: 16

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 organization<sup>12</sup>

### Question: 17

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 Confluence<sup>34</sup>

### Question: 18

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. Reference: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.1:

Identify the project management processes and the interactions between them.

### Question: 19

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

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

**Answer: D**

Explanation:

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

### Question: 20

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

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

**Answer: B**

**Explanation:**

The project manager should use the project management plan to document the input from the stakeholders on the minimum viable product that would be acceptable for the project. The project management plan is a document that describes how the project will be executed, monitored, controlled, and closed. It usually includes information such as scope statement, work breakdown structure (WBS), schedule baseline, cost baseline, quality plan, risk plan, communication plan, stakeholder plan, and change management plan. The project management plan can help to define and communicate the project requirements, deliverables, assumptions, constraints, and expectations to all stakeholders involved in the project.

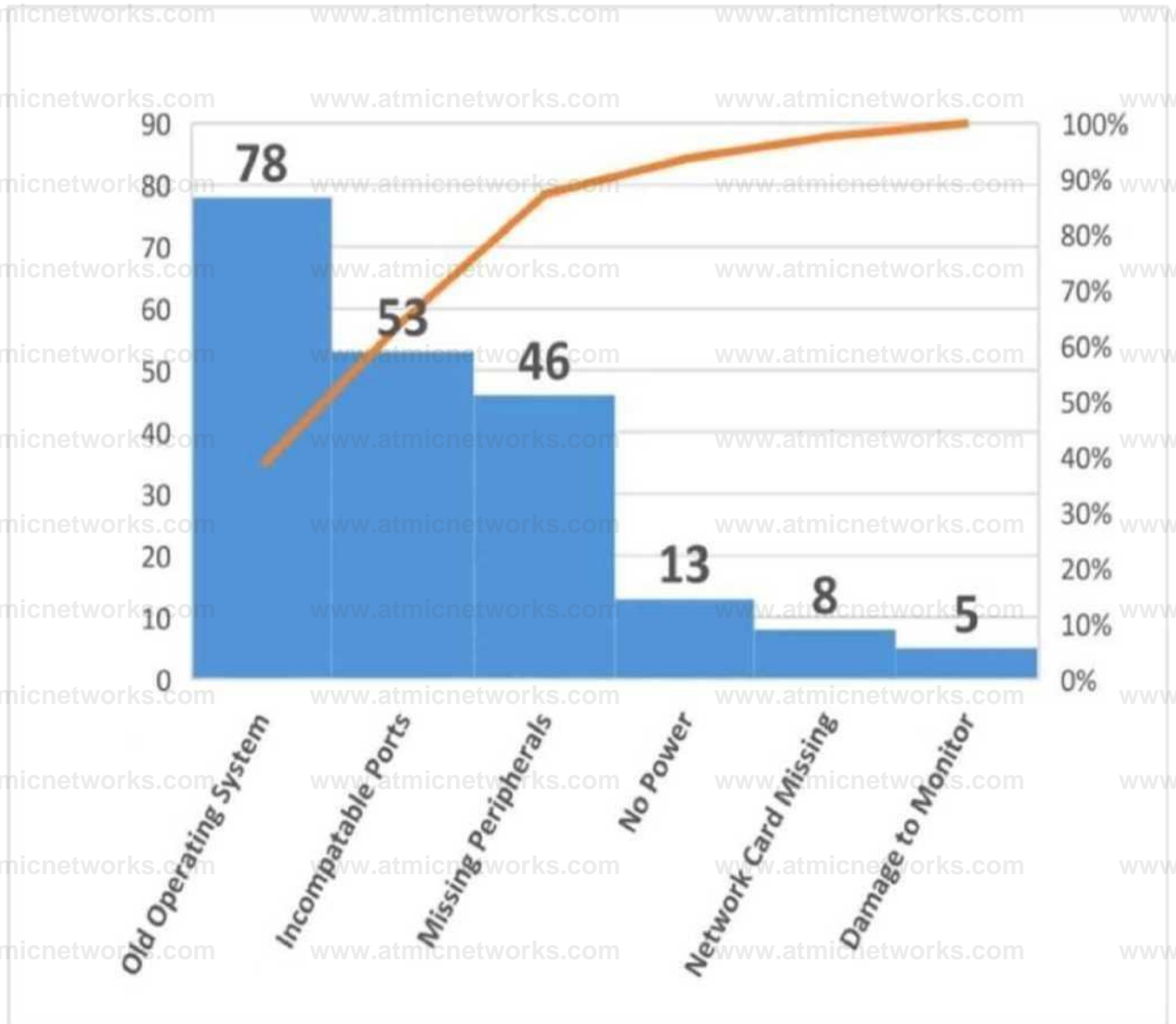
The project management plan would be used to document the input obtained from stakeholders during the meeting to review the requirements and agree on the minimum viable product. The project management plan is a comprehensive document that outlines the approach, scope, schedule, budget, quality, resources, and communication for a project.

The document is updated throughout the project lifecycle and serves as a guide for project execution, monitoring, and control. Reference: CompTIA Project+ Study Guide, Chapter 3: Project Integration Management, Objective 3.3: Identify the components of the project management plan.

**Question: 21**

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

issues observed:



Which of the following issues should be addressed FIRST?

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

**Answer: C**

Explanation:

The project manager should address the issue of damage to the monitor first because it has the highest percentage (40%) among the issues observed. This means that it is the most frequent and severe issue that affects the quality and

functionality of the refurbished desktops. Addressing this issue first can help to improve customer satisfaction, reduce rework, and avoid waste<sup>1</sup>

### **Question: 22**

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 decisions<sup>23</sup>

### **Question: 23**

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.

### **Question: 24**

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.

### **Question: 25**

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

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

## Answer: B

### Explanation:

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

## Question: 26

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

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

## Answer: D

### Explanation:

The project manager should have a meeting with the project sponsor and main stakeholders first after discovering that some of the legal requirements have not been addressed during the project concept preparation. The project sponsor and main stakeholders are the key decision-makers and influencers of the project. They have the authority and responsibility to approve or reject any changes to the project scope, budget, or schedule. Having a meeting with them can help to communicate the issue, assess the impact, explore alternatives, and seek guidance on how to proceed with the project<sup>34</sup>

## Question: 27

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.

**Question: 28**

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

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

**Answer: A,C,G**

**Explanation:**

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

### **Question: 29**

Which of the following is a quality assurance tool?

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

**Answer: B**

**Explanation:**

Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find

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

### **Question: 30**

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

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

### **Answer: D**

#### **Explanation:**

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

### **Question: 31**

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.

**Question: 32**

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.

### Question: 33

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

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

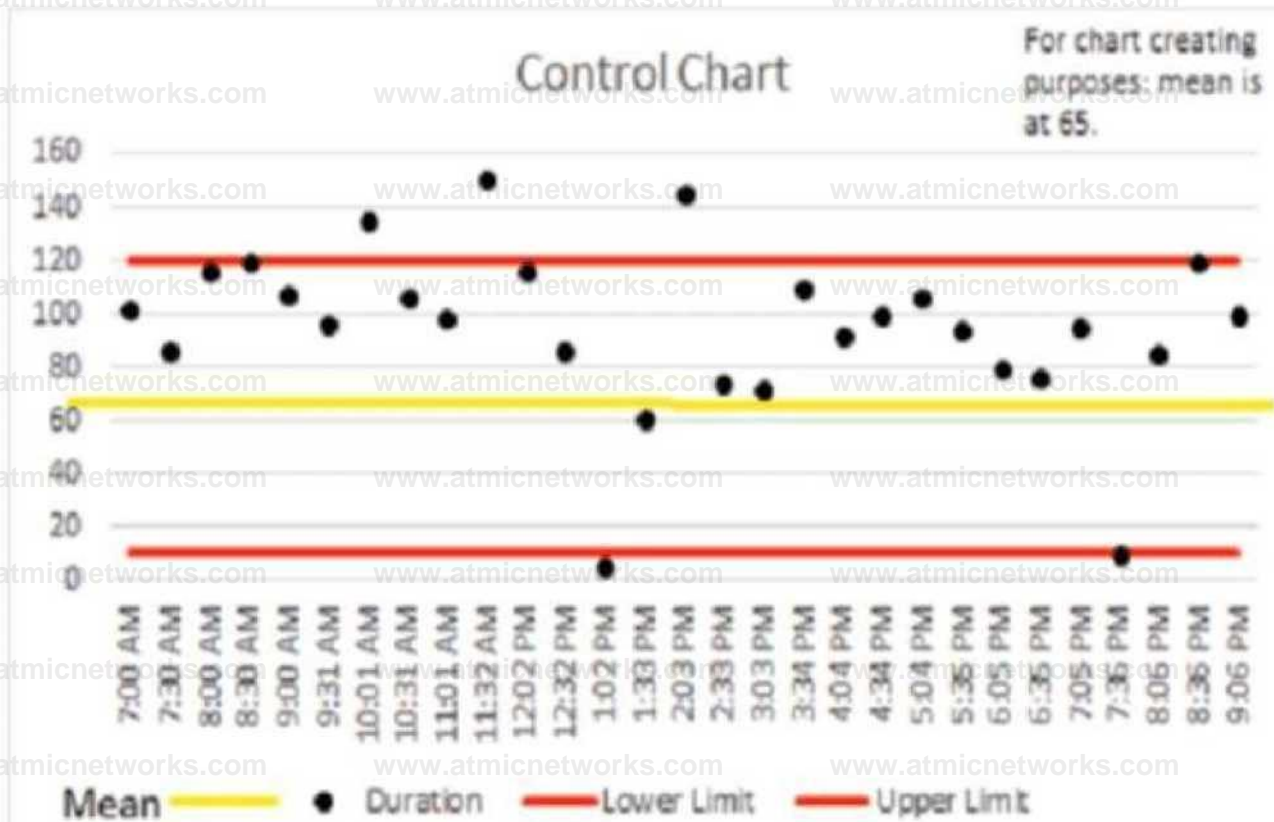
**Answer: B**

Explanation:

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

### Question: 34

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 adjustment.

### Question: 35

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

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

**Answer: C**

#### Explanation:

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

### Question: 36

Due to multiple changes, the sign-off for the project scope baseline is delayed. The project sponsor has restricted the budget for this project. Which of the following should the project manager MOST likely do to move forward?

- A. Communicate with the affected stakeholders.
- B. Initiate a formal change request to modify the cost
- C. Adjust the scope to stay within the cost.
- D. Set a new cost using a lightweight estimation method.

**Answer: A**

#### Explanation:

The project manager should communicate with the affected stakeholders first after realizing that the sign-off for the project scope baseline is delayed due to multiple changes and that the budget for this project is

restricted by the project sponsor. The affected stakeholders are those who have an interest or influence on the project and may be impacted by any changes or delays. Communicating with them can help to explain the situation, assess the impact, seek feedback, and manage expectations.

### Question: 37

As a result of an approved change, the project manager updates the project plan with the newest project end date.

Which of the following change control processes should the project manager **complete NEXT**?

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

**Answer: B**

Explanation:

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

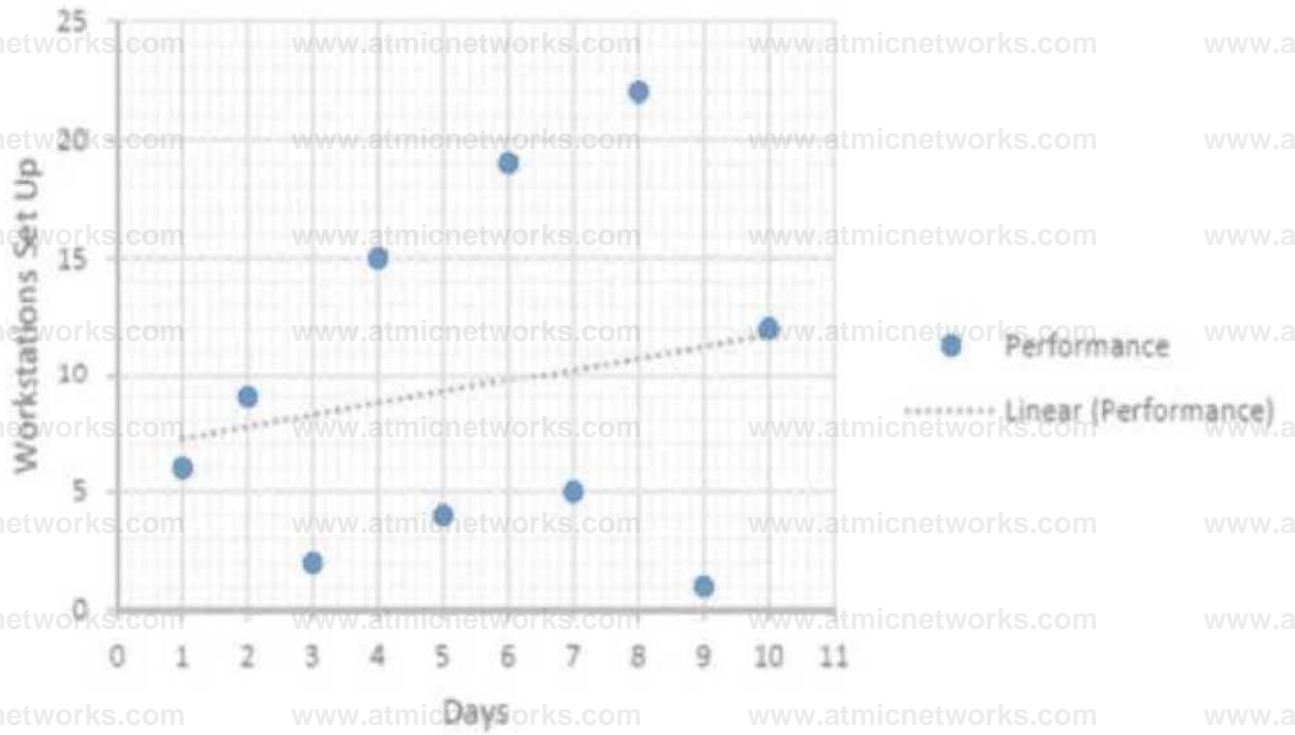
### Question: 38

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

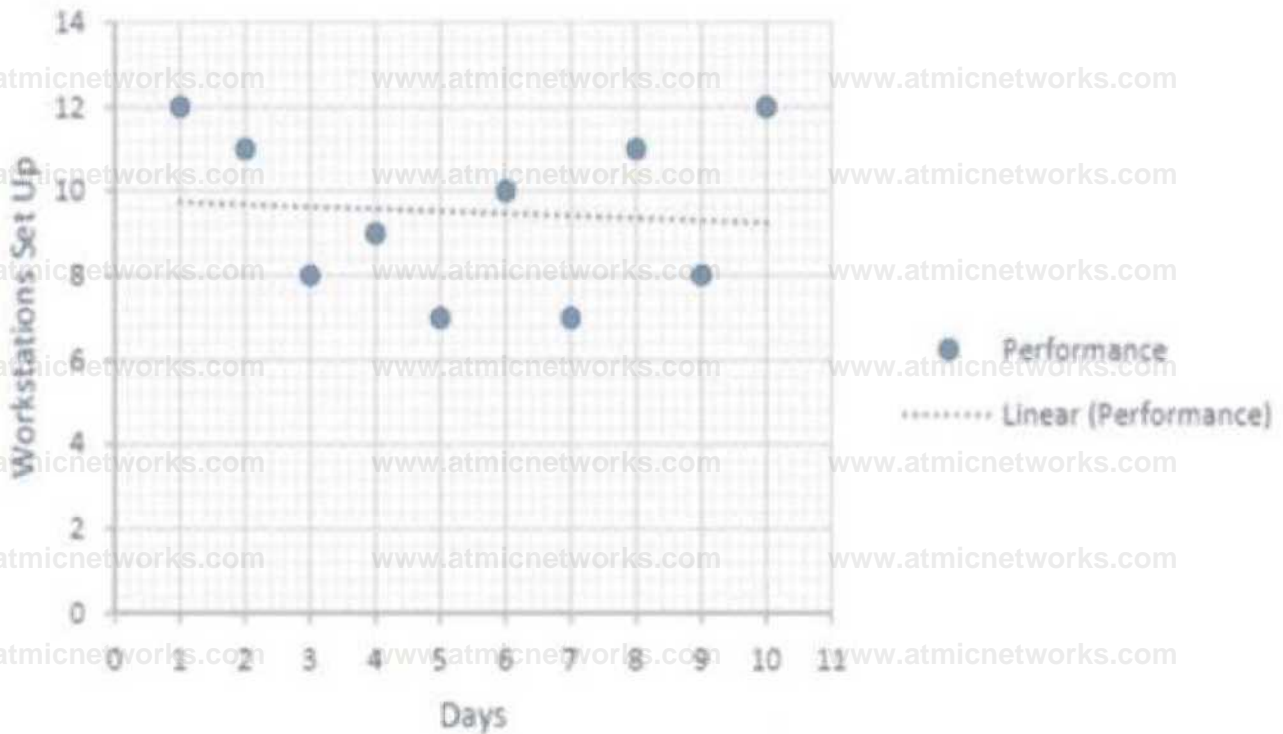
A)

B)

C)



D)



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

**Answer: C**

**Explanation:**

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

**Question: 39**

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

- A. Exploit the risk.
- B. Accept the risk.
- C. Avoid the risk.
- D. Transfer the risk.

**Answer: A**

**Explanation:**

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

### **Question: 40**

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

- A. Data warehouse
- B. SQL database
- C. Multitier architecture
- D. Content management system

**Answer: C**

**Explanation:**

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

### Question: 41

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

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

**Answer: E,F**

Explanation:

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

### Question: 42

A program manager is reviewing the project portfolio and prioritizing each project based on the company's strategic plan. Which of the following should be considered in this evaluation? (Select TWO).

- A. Company vision
- B. Global environment
- C. Brand value

D. Mission statement

E. Portfolio budget

F. Local legislation

**Answer: A,D**

**Explanation:**

Company vision and mission statement should be considered in the evaluation of the project portfolio based on the company's strategic plan. Company vision is a statement that describes the long-term aspirations and desired future state of the organization. Company mission statement is a statement that defines the core purpose and values of the organization and how it serves its customers and stakeholders. These statements provide direction and guidance for the strategic planning and decision making of the organization. They also help to align the project portfolio with the organizational goals and objectives and ensure that the projects and programs in the portfolio deliver value and benefits to the organization<sup>12</sup>

### **Question: 43**

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

A. Gantt chart

B. Maintenance window schedule

C. Functional requirements

D. Test results

**Answer: A**

**Explanation:**

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

### Question: 44

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

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

**Answer: C**

Explanation:

A task board is a visual tool that displays team progress for stand-up meetings. A task board usually consists of columns that represent different stages or statuses of tasks, such as to do, in progress, done, or blocked. Each task is represented by a card or sticky note that can be moved across the columns as the task progresses. A task board can help to facilitate communication, collaboration, and transparency among team members and stakeholders. It can also help to track and manage work flow, prioritize tasks, identify bottlenecks, and resolve issues<sup>3</sup>

### Question: 45

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**

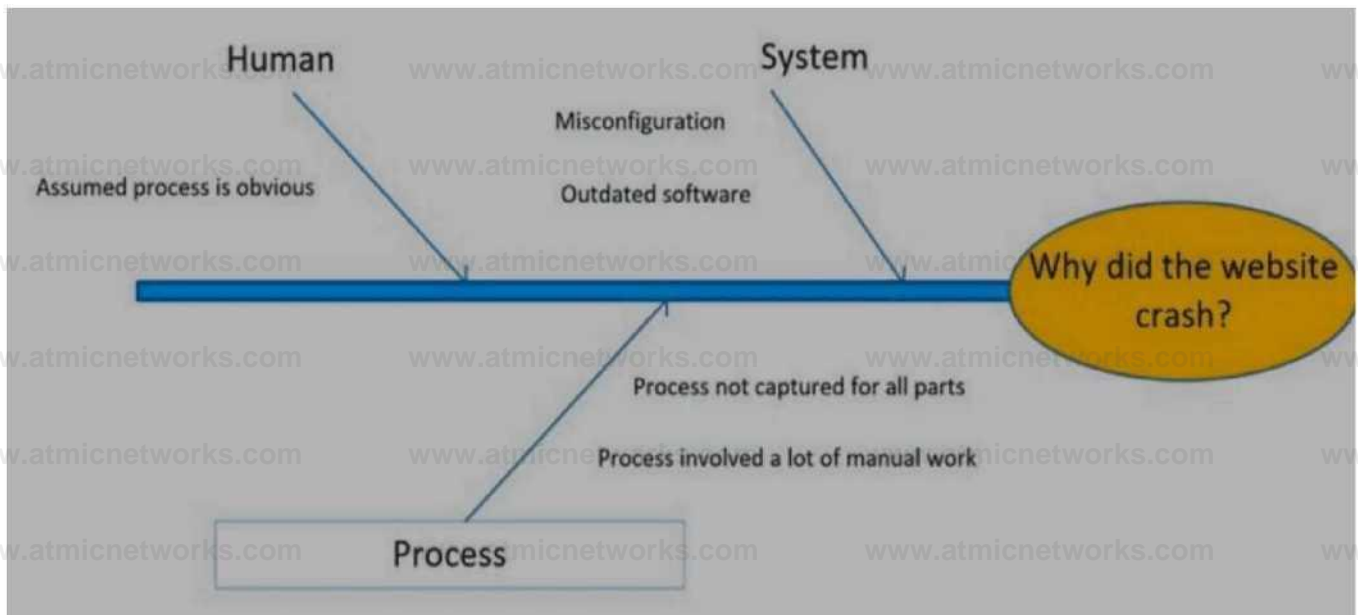
Explanation:

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.

### Question: 46

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



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

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

**Answer: B**

**Explanation:**

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

### Question: 47

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 managed.

### Question: 48

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.

### **Question: 49**

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

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

**Answer: A**

**Explanation:**

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

### **Question: 50**

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

- A. Job title

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

**Answer: B,E**

Explanation:

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

### Question: 51

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

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

**Answer: D**

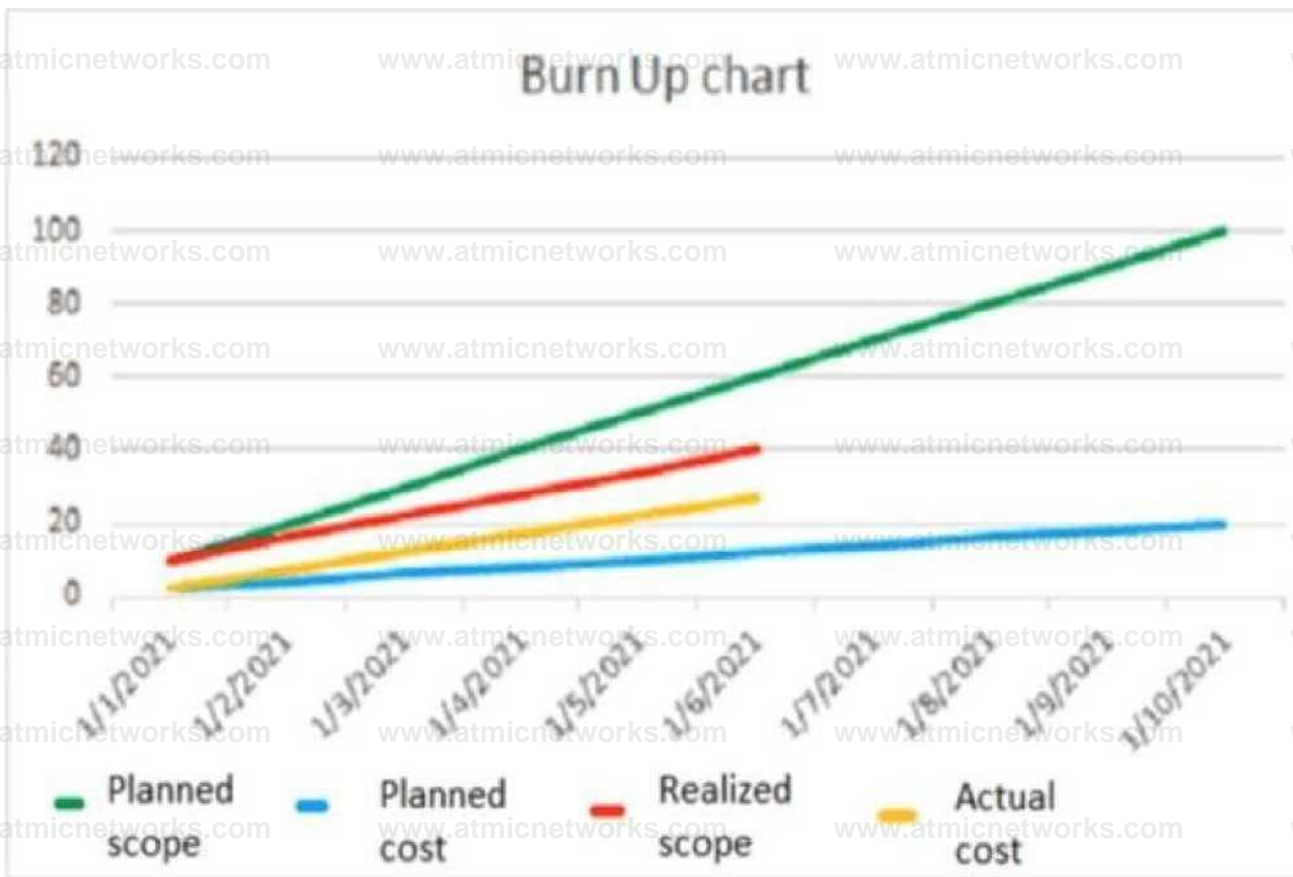
Explanation:

Monthly feedback and training sessions are the best approach to ensure that the deliverables of a critical business initiative are increasingly adopted and leveraged by the organization over time. Feedback and training sessions are

communication and learning activities that provide information and guidance on how to use and benefit from the new processes and technology introduced by the initiative. Feedback and training sessions can help to increase awareness, understanding, acceptance, and adoption of the deliverables among the organization's employees and stakeholders. They can also help to identify and address any issues or challenges that may arise during the implementation and transition phases.

### Question: 52

A project sponsor asked the PM to provide a summary of the current financial status. The PM uses the following burn up chart for the analysis:



Based on the chart, which of the following is the current status of the project?

- A. Behind schedule and over budget
- B. Behind schedule and under budget
- C. Ahead of schedule and over budget
- D. Ahead of schedule and under budget

## Answer: A

### Explanation:

The project manager can use the burn up chart to analyze the current status of the project based on its scope (value delivered), budget (cost), and schedule (time). A burn up chart is a graphical tool that shows how much work has been completed (burned up) versus how much work remains (scope) over time. It also shows how much budget has been spent (burned up) versus how much budget remains (budget) over time. A burn up chart can help to monitor and control the project progress and performance and identify any variances or deviations from the plan. The chart given shows that both scope and budget lines are above their respective target lines at any given time point. This means that less work has been completed than planned (scope variance) and more money has been spent than planned (budget variance) at any given time point. Therefore, the project is behind schedule and over budget.

## Question: 53

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 testing<sup>12</sup>

## Question: 54

A client provides a project plan to the assigned project manager and suggests that the project manager and team just need to execute the plan. Upon further investigation, the document contains:

- Purpose
- Scope of work
- Location of work
- Period of performance
- Deliverables schedule
- Applicable standards
- Acceptance criteria
- Special requirements
- Payment schedule

Which of the following documents did the client provide to the project manager?

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

**Answer: D**

**Explanation:**

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

**Question: 55**

While managing a project, a PM is assigned to work on a second project. The second project becomes more complex and monopolizes the PM's time. The PM learns that a similarly time-consuming project was executed

previously in the organization. Which of the following actions should the PM take?

- A. Perform a root cause analysis.
- B. Organize a stakeholder meeting
- C. Escalate the issue to the CCB
- D. Contact the PMO for assistance.

**Answer: D**

**Explanation:**

The project manager should contact the project management office (PMO) for assistance after learning that a similarly time-consuming project was executed previously in the organization. A PMO is a department or group within an organization that provides centralized guidance, governance, standards, best practices, resources, and oversight for project management activities. A PMO can help the project manager by providing access to historical data, lessons learned, templates, tools, methodologies, and expertise from previous projects that can be useful for planning and executing the current project.

### **Question: 56**

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

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

**Answer: B**

**Explanation:**

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

resource availability and utilization records and avoid any conflicts or errors in resource allocation or reporting.

### Question: 57

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

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

**Answer: B**

Explanation:

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

### Question: 58

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: B**

Explanation:

Customer relationship management (CRM) software would be the best to use to store information related to business transactions. CRM software is a type of software that helps businesses manage their interactions and relationships with current and potential customers. CRM software can store and organize information such as customer contact details, purchase history, preferences, feedback, complaints, etc. CRM software can help businesses improve customer service, satisfaction, loyalty, retention, and revenue<sup>1</sup>

### **Question: 59**

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.

### **Question: 60**

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

- A. Memorandum of understanding
- B. Request for information
- C. Statement of work

D. Non-disclosure agreement

**Answer: B**

**Explanation:**

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

**Question: 61**

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.

### Question: 62

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

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

**Answer: A**

Explanation:

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

### Question: 63

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

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

**Answer: C**

Explanation:

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

### Question: 64

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.

### Question: 65

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: C,E**

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.

### Question: 66

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.

### Question: 67

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.

### **Question: 68**

A key stakeholder recommends to a senior developer that a new feature be added. The new feature is not part of the current requirement documentation. Which of the following is MOST likely happening?

- A. Scope creep
- B. Collecting requirements
- C. Decision-making
- D. Project change

**Answer: A**

**Explanation:**

Scope creep is most likely happening when a key stakeholder recommends to a senior developer that a new feature be added that is not part of the current requirement documentation. Scope creep is a term that refers to the uncontrolled expansion or change of a project's scope beyond its original boundaries or objectives. Scope creep can happen due to various reasons, such as changing customer demands, unclear or incomplete requirements, poor communication, lack of change control, or stakeholder interference. Scope creep can have negative impacts on a project, such as delays, cost overruns, quality issues, or reduced customer satisfaction<sup>12</sup>

### Question: 69

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

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

**Answer: C**

Explanation:

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

### Question: 70

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

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

**Answer: D**

Explanation:

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

communicate and document the roles and expectations of each team member and stakeholder for the project and ensure alignment and agreement.

### **Question: 71**

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.

### **Question: 72**

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.

### **Question: 73**

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

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

**Answer: C**

**Explanation:**

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

### **Question: 74**

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 change<sup>12</sup>

### Question: 75

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

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

## Answer: D

### Explanation:

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

### Question: 76

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.

**Question: 77**

A PM learns about some communication issues with different stakeholders and team members.

Which of the following should the PM do NEXT?

- A. Escalate the communication issues.
- B. Implement a communication platform.
- C. Review the communication plan.
- D. Talk with the head of the PMO.

**Answer: C**

**Explanation:**

The project manager should review the communication plan after learning about some communication issues with different stakeholders and team members. A communication plan is a

document that defines and documents the communication goals, strategies, methods, channels, frequency, roles, and responsibilities for a project. A communication plan can help to facilitate effective and timely communication among all stakeholders involved in a project and avoid confusion, misunderstanding, or conflicts.

### Question: 78

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 theft.

### Question: 79

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

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

**Answer: B**

Explanation:

Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints.

Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management

systems can help to improve efficiency, productivity, collaboration, compliance, and security of document and record management processes and workflows<sup>3</sup>

### **Question: 80**

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.

### **Question: 81**

Which of the following is a test that is done on an existing system to ensure the previous functionality still works after a change has been made?

- A. Smoke testing
- B. Regression testing
- C. Unit testing
- D. User acceptance testing

**Answer: B**

Explanation:

Regression testing is a type of testing that is done on an existing system to ensure that the previous functionality still works after a change has been made. Regression testing is a process of retesting or verifying that a software system or application still performs as expected after it has been modified or updated with new features, bug fixes, patches, etc. Regression testing can help to detect any errors or defects that may have been introduced by the change and ensure that no functionality has been broken or degraded.

### Question: 82

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

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

**Answer: D**

Explanation:

A focus group is a technique that involves bringing together a group of stakeholders and facilitating a discussion to elicit their opinions, needs, and expectations about the project. This technique can help to gather requirements from stakeholders in an interactive and collaborative way<sup>1</sup>, p. 67

### Question: 83

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 announcements<sup>1</sup>, p. 75

## Question: 84

Several stakeholders have declined the invitation for the kickoff of a major digital transformation project. 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. Identify 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 stakeholders<sup>1</sup>, p. 47

## Question: 85

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**

Explanation:

**Question: 86**

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

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

**Answer: A,D**

Explanation:

A strategy to store records must include data management and document management as two essential elements. Data management is the process of ensuring that the data collected, stored, and used by the project is accurate, complete, consistent, secure, and accessible. Data management helps to maintain the quality and integrity of the project data and supports the analysis and reporting of the project outcomes<sup>1</sup>, p. 4

Document management is the process of creating, organizing, storing, retrieving, and disposing of project documents in a systematic and controlled way. Document management helps to ensure that the project documents are available, reliable, usable, and authentic throughout the project life cycle and beyond. Document management also helps to comply with the legal, regulatory, and organizational requirements for records retention and disposition<sup>2</sup>, p. 3

**Question: 87**

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

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

**Answer: D**

**Explanation:**

This answer is based on the best practice of conflict resolution in project management, which is to use a collaborative or problem-solving approach that seeks a win-win outcome for all parties involved<sup>12</sup>. By facilitating a meeting, the project manager can help the team members communicate effectively, understand each other's perspectives, and find a mutually acceptable solution that meets the project requirements. This way, the project manager can also maintain team morale and cohesion, and avoid imposing a decision that may cause resentment or dissatisfaction among the team members<sup>3</sup>. Reference = CompTIA Project+ Certification Study Guide<sup>4</sup>, CompTIA Project+ Certification Exam Objectives<sup>5</sup>, How Do You Handle Conflict in Project Management?<sup>1</sup>, 7 Strategies for Conflict Resolution in Project Management<sup>2</sup>, The Conflict Resolution Skills Every Project Manager Needs<sup>3</sup>

**Question: 88**

Given the following velocity chart:

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

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

**Answer: D**

**Explanation:**

A velocity chart is a tool used in agile project management to track the progress and performance of a project team over time. It shows the number of features or user stories completed in each iteration or sprint. The planned timeline line represents the expected or ideal velocity, while the actual effort line shows the actual or achieved velocity. By comparing the two lines, the Scrum master can identify any gaps, trends, or issues in the project delivery.

Based on the image, the most likely update that the Scrum master can provide to the senior management team is D. The project is trending ahead of schedule. This is because the actual effort line is above the planned timeline line for most of the time, indicating that the project team is completing more features than expected in each sprint. This means that the project is ahead of schedule and has a positive velocity variance.

### **Question: 89**

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.

Reference = 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.

### **Question: 90**

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

- A. Awareness of the local environment
- B. Awareness of the brand value

C. Awareness of the resource constraints

D. Awareness of the company's mission

**Answer: A**

**Explanation:**

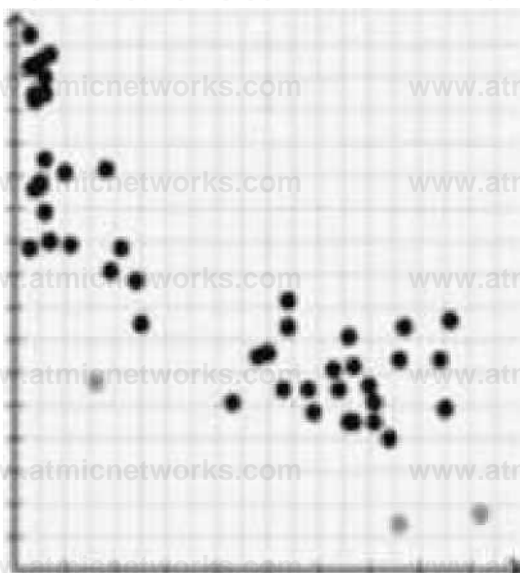
Awareness of the local environment refers to the understanding of the external factors that may affect the project, such as legal, regulatory, social, cultural, economic, and environmental aspects<sup>1</sup>. In this case, the legal department applied this awareness to identify the potential risk of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

**Question: 91**

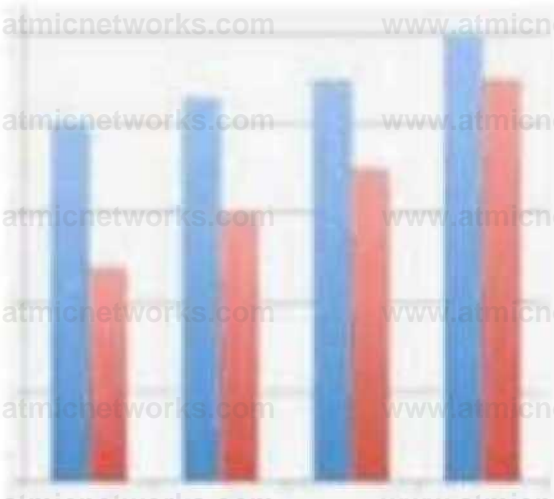
During the execution phase of a project, the project team faced an unexpected website downtime. The project manager held a brainstorming session and the team identified causes and effects for the problem. Now the project team needs to analyze and determine whether the particular cause and effect are related by using one of the following charts. Which of the following should the team use?

A)

B)



C)



D)

A. Option A

B. Option B

C. Option C

D. Option D

**Answer: A**

**Explanation:**

Option A shows a cause and effect diagram, also known as a fishbone diagram or an Ishikawa diagram<sup>1</sup>. This is a tool that helps to identify and analyze the root causes of a problem by displaying the possible causes and effects in a graphical format<sup>2</sup>. A cause and effect diagram can help the project team to determine whether the particular cause and effect are related by using a systematic and logical approach, such as asking “why” questions or using the 5 Whys technique<sup>3,4</sup>. A

cause and effect diagram is better than the other options because:

Option B shows a Gantt chart, which is a tool that helps to plan and track the tasks, dependencies, durations, and resources of a project along a timeline<sup>5</sup>. A Gantt chart does not focus on the causes and effects of a problem, but rather on the sequence and progress of the project activities.

Option C shows a pie chart, which is a tool that helps to compare and visualize the proportions of different categories or segments of data<sup>6</sup>. A pie chart does not show the relationships between the causes and effects of a problem, but rather the distribution of the data values.

Option D shows a scatter plot, which is a tool that helps to examine the correlation or association between two variables

or sets of data<sup>7</sup>. A scatter plot does not show the causes and effects of a problem, but rather the pattern or trend of the data points.

Reference = CompTIA Project+ Certification Study Guide<sup>8</sup>, CompTIA Project+ Certification Exam Objectives<sup>9</sup>, Cause and Effect Diagrams for PMP<sup>1</sup>, Cause and Effect Analysis: Using Fishbone Diagram and 5 Whys<sup>2</sup>, How to Create a Cause and Effect Diagram<sup>3</sup>, How to Use Cause and Effect Analysis to Solve Business Problems<sup>4</sup>, What is a Gantt Chart?<sup>5</sup>, What is a Pie Chart?<sup>6</sup>, What is a Scatter Plot?<sup>7</sup>

### Question: 92

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

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

**Answer: C**

Explanation:

This answer is based on the best practice of stakeholder management, which is to identify and document the communication preferences of each stakeholder or stakeholder group<sup>12</sup>. The project manager should update the stakeholder register with the information gathered from the stakeholder analysis, which includes the preferred communication channel for each stakeholder<sup>3</sup>. The preferred reported communication channel reflects the majority preference of the stakeholders, as well as the minority preference of the face-to-face communicators. The project manager should use this information to plan and execute effective communication throughout the project life cycle<sup>4</sup>.

Reference = CompTIA Project+ Certification Study Guide<sup>5</sup>, CompTIA Project+ Certification Exam Objectives<sup>6</sup>, Stakeholder Register in Project Management<sup>1</sup>, What is a Stakeholder Register?<sup>2</sup>, How to Develop a Stakeholder Register<sup>3</sup>

### Question: 93

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. Reference = 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.

### **Question: 94**

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.

Reference = 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.

**Question: 95**

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

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

**Answer: C**

**Explanation:**

Archiving project documentation is an important process to ensure that the project information is stored, retrieved, and updated in a consistent and efficient manner. It also helps to meet legal requirements, enable long-term analysis, and support new projects and team members. If the documentation was not archived as per the PMO standards, it would be difficult for the current project manager to find the relevant documents and learn from the previous project. This would cause the current project manager to keep asking questions to the previous project manager, who may not have all the answers or may not be available. Therefore, the most likely cause of this situation is that the documentation was not archived as per the PMO

standards. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403; How to Archive a Completed Project: A Guide for PMOs, Introduction and Benefits sections.

### Question: 96

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

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

**Answer: D**

**Explanation:**

This answer is based on the best practice of using historical information and lessons learned from previous projects to improve the planning and execution of current projects<sup>12</sup>. By using existing artifacts, such as scope statements, project plans, risk registers, and change logs, the PM can leverage the knowledge and experience of the previous PM and avoid repeating the same mistakes or oversights. However, the PM should also accommodate the artifacts based on the current project success criteria, which may differ from the previous project in terms of scope, schedule, budget, quality, or stakeholder expectations<sup>34</sup>. The PM should not rely solely on the previous PM's advice, the project sponsor's report, or the project charter, as these sources may not provide enough detail or accuracy for the current project's scope statement. Reference = CompTIA Project+ Certification Study Guide<sup>5</sup>, CompTIA Project+ Certification Exam Objectives<sup>6</sup>, How to Use Historical Information

in Project Management<sup>1</sup>, How to Use Lessons Learned to Improve Project Management<sup>2</sup>, How to Define Project Success Criteria<sup>3</sup>, How to Use Existing Artifacts in Project Management<sup>4</sup>

### Question: 97

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 Guide<sup>1</sup>, 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.

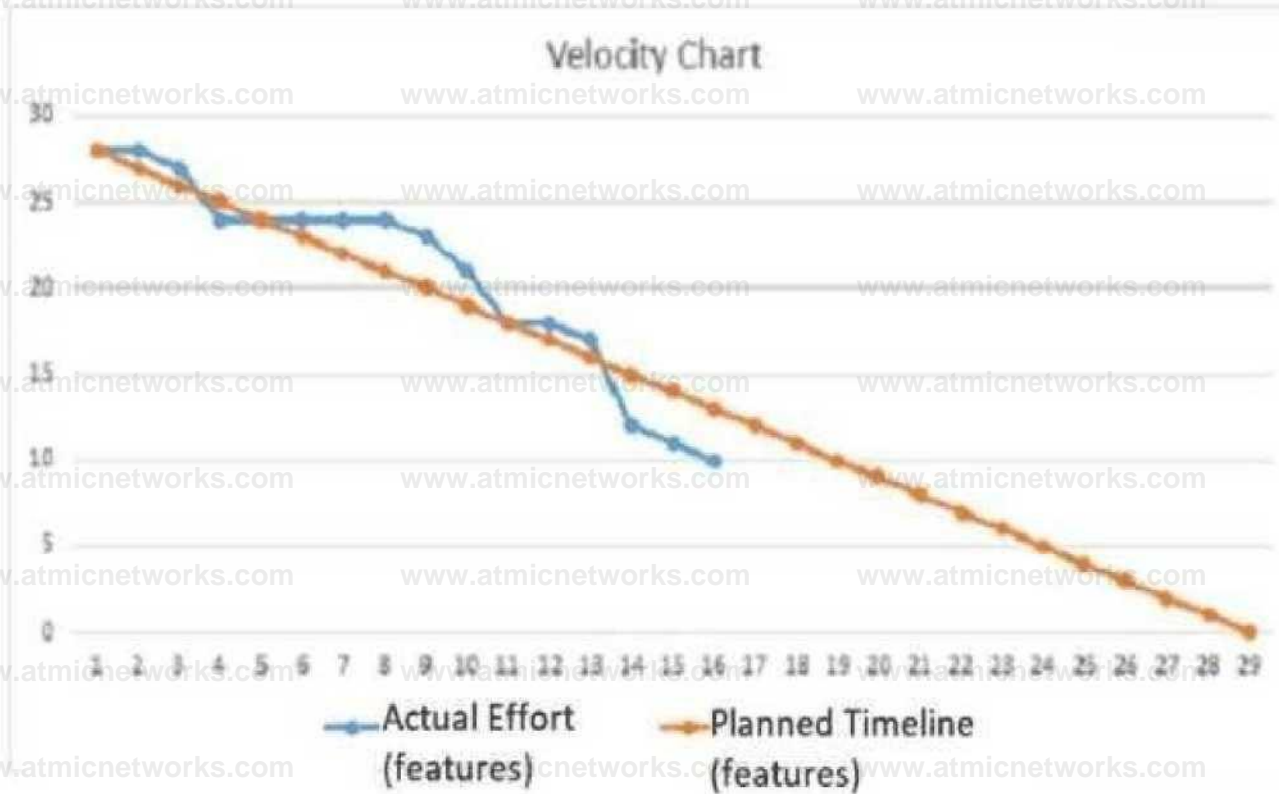
Controlling is the phase where the project manager monitors and measures the project performance, compares it with the baseline, and implements corrective actions if needed. Controlling does involve some procurement activities, such as reviewing the vendor deliverables, managing the changes, and resolving 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. Reference = 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.

### Question: 98

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.

Reference = 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.

### Question: 99

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

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

### Answer: C

Explanation:

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

### Question: 100

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

- E. Two developers
- F. High uncertainty about existing systems
- G. Risk of frequent requirement changes
- H. 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 environment<sup>12</sup>. Scrum is an agile framework that is designed to handle complex and uncertain projects with frequent changes and tight deadlines<sup>34</sup>. 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 sprint<sup>5</sup>. Scrum also allows for continuous feedback and improvement through daily stand-up meetings, sprint reviews, and retrospectives<sup>6</sup>. 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. Reference = CompTIA Project+ Certification Study Guide<sup>7</sup>, CompTIA Project+ Certification Exam Objectives<sup>8</sup>, Project Management Methodologies Comparison (11 PM Methods)<sup>6</sup>, Project Management Methodologies: 12 Best Frameworks [2023]<sup>7</sup>, What is Scrum?<sup>5</sup>, Scrum Methodology: The Ultimate Guide<sup>6</sup>

### **Question: 101**

Which of the following would be considered operational security?

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

**Answer: D**

**Explanation:**

Operational security (OPSEC) is a process that prevents sensitive information from getting into the wrong hands by viewing operations from the perspective of an adversary<sup>1</sup>. Facility access is a form of OPSEC that controls who can enter

and exit a physical location where sensitive data or equipment is stored or processed. Facility access can include measures such as locks, alarms, badges, biometrics, guards, and cameras. The other options are not correct because:

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

Background screening is a process that checks the criminal, financial, and employment history of a potential employee or contractor before hiring them. Background screening is not a form of OPSEC, but rather a form of human resource management or risk mitigation.

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

### **Question: 102**

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.

Reference = 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.

### Question: 103

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

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

### Answer: B

Explanation:

A wiki knowledge base is a collaborative online platform that allows users to create, edit, and share information about a specific topic or domain<sup>1</sup>. A wiki knowledge base is best to use for storing lessons learned because it enables easy access, retrieval, and update of the lessons learned by project teams and stakeholders<sup>2</sup>. A wiki knowledge base can also support keyword search, version control, and linking of related documents<sup>3</sup>. A wiki knowledge base is different from a whiteboard, which is a physical or digital board that can be used for brainstorming, sketching, or presenting ideas; a content management system, which is a software application that allows users to create, manage, and publish digital content; and a workflow platform, which is a software tool that automates and streamlines business processes<sup>4</sup>.

Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 14: Closing the Project, page 403;

Capturing Lessons Learned in Project Management [2023] • Asana, Different types of lessons learned sessions and

Lessons Learned Process in Project Management sections; Project Management Lessons Learned | Smartsheet, What

Are Lessons Learned in Project Management? and Lessons Learned Process in Project Management sections; How to Do Lessons Learned in Project Management, Store and Retrieve sections.

### Question: 104

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

- A. Meeting cadence
- B. Gap analysis
- C. Dashboard

D. Adoption training

**Answer: C**

**Explanation:**

A dashboard is a visual tool that displays key project metrics and indicators in a single view<sup>12</sup>. A dashboard can help a project sponsor to provide the latest project status information on a weekly executive call by showing the project progress, budget, schedule, risks, issues, and milestones in a clear and concise way<sup>34</sup>. A dashboard can also facilitate communication, collaboration, and decision making among project stakeholders<sup>56</sup>. A dashboard should be reviewed and updated regularly to reflect the current state of the project<sup>7</sup>. Reference = CompTIA Project+ Certification Study Guide<sup>8</sup>, CompTIA Project+ Certification Exam Objectives<sup>9</sup>, Write a Project Status Report in 8 Steps + Template [2023] • Asana<sup>6</sup>, Project Status Reports: 9 Easy Steps & Examples [+ Template]<sup>7</sup>, How To Write a Project Status Report (Definition and Steps)<sup>8</sup>, How to Write a Project Status Report [Template Included] - Togg<sup>9</sup>, What Is a Project Status? Definition and Key Terms - Indeed<sup>10</sup>

**Question: 105**

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

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

**Answer: C**

**Explanation:**

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

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

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

A validation check is a process that verifies that the project deliverables meet the customer's needs and expectations. A

validation check is not a risk response, but rather a quality control or assurance activity. Reference = 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

### Question: 106

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.

Reference = 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.

### Question: 107

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. Reference = The concept of the critical path is covered in the CompTIA Project+ Certification Study Guide<sup>1</sup>. 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 resources<sup>2</sup>.

## Question: 108

A project manager is eager to define access requirements during the initiation phase of a project.

Which of the following steps should the project manager perform first?

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

## Answer: D

### Explanation:

This answer is based on the best practice of defining access requirements in project management, which is to identify the roles, responsibilities, and permissions of the project team members and other stakeholders who need to access the project information, resources, and deliverables<sup>12</sup>. The first step in this process is to assess the resource pool, which is the availability and capability of the human resources that can be assigned to the project<sup>34</sup>. By assessing the resource pool, the project manager can determine the skills, experience, and security clearance of the potential project team members, as well as their reporting relationships, communication preferences, and expectations<sup>56</sup>. This information can help the project manager to define the access requirements for each role and stakeholder group, and to assign the appropriate level of access to the project data, documents, tools, and systems<sup>78</sup>. Reference = CompTIA Project+ Certification Study Guide<sup>9</sup>, CompTIA Project+ Certification Exam Objectives<sup>10</sup>, What is Requirements Management?, How to Write Project Requirements, A Guide to Functional Requirements, Project Requirements Management: A Quick Guide, Creating clear project requirements, How to Define Project Roles and Responsibilities

### Question: 109

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. Reference = CompTIA Project+ PKO-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.

### Question: 110

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

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

**Answer: C**

#### Explanation:

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

Reference = The answer is based on standard project management practices and the importance of the project closure phase as described in project management literature. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources. Specific

references to the closure phase can be found in the CompTIA Project+ PK0-005 Cert Guide<sup>1</sup> and the CompTIA Project+ Certification Exam Objectives<sup>2</sup>.

### Question: 111

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

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

### Answer: C

Explanation:

A statement of work (SOW) is a formal document that defines the entire scope of work involved for a vendor and clarifies deliverables, costs, and timeline<sup>1</sup>. It serves as a contractual agreement between a vendor and a client, providing a comprehensive description of the work to be performed<sup>2</sup>. A reason to use a SOW on a project is to ensure the team stays within the scope of the contract, as it outlines what the team will and won't do on a project, saving from painful client negotiations and protecting the timeline and the bottom line<sup>3</sup>. Reference = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects Part 1, page 63; What Is a Statement of Work? Definition & Examples, Introduction and What Is a Statement of Work (SOW) In Project Management? sections; Statement Of Work Ultimate Guide: Simple Definition & Template, Introduction and What is a Statement of Work? sections; What Is a Statement of Work (SOW)? - Coursera, Introduction section.

### Question: 112

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

the following is the best tool to track this data?

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

**Answer: D**

**Explanation:**

A milestone chart is a tool that shows the key events or deliverables of a project along a timeline<sup>12</sup>. A milestone chart is useful for tracking the progress of a project that has technical tasks and requires a SME's knowledge, because it can provide a high-level overview of the project status, without getting into the details of each task or activity<sup>34</sup>. A milestone chart can help the PM and the project lead communicate the project achievements, challenges, and expectations to the stakeholders, and also identify any potential risks or delays that may affect the project completion<sup>56</sup>. A milestone chart is better than the other options because:

A Gantt chart is a tool that shows the tasks, dependencies, durations, and resources of a project along a timeline<sup>7</sup>. A Gantt chart is more detailed and complex than a milestone chart, and may not be suitable for providing high-level updates to the stakeholders<sup>8</sup>.

A project organization chart is a tool that shows the roles, responsibilities, and reporting relationships of the project team members and other stakeholders<sup>9</sup>. A project organization chart is not a tool for tracking project data, but rather for defining the project structure and authority<sup>10</sup>.

A Program Evaluation Review Technique (PERT) chart is a tool that shows the tasks, dependencies, and critical path of a project along a network diagram. A PERT chart is more focused on the sequence and timing of the project tasks, and may not capture the key milestones or deliverables of the project.

Reference = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is a Milestone Chart?<sup>1</sup>, How to Create a Milestone Chart in Excel in 3 Steps<sup>2</sup>, Milestone Chart: The Easiest Way to Track Project Milestones<sup>3</sup>, How to Use Milestones in Project Management<sup>4</sup>, What is a Gantt Chart?<sup>5</sup>, Gantt Chart vs Milestone Chart: What's the Difference?<sup>6</sup>, What is a Project Organization Chart?<sup>7</sup>, How to Create a Project Organization Chart<sup>8</sup>, What is a PERT Chart?<sup>9</sup>, PERT Chart vs Gantt Chart: What's the Difference?<sup>10</sup>

### **Question: 113**

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

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

**Answer: B**

**Explanation:**

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

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

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

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

### **Question: 114**

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

- A. Time to be fixed

- B. Impact to project
- C. Issue category
- D. Resource availability

**Answer: B**

**Explanation:**

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

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

### **Question: 115**

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

learned<sup>1</sup>. Documenting artifacts helps to capture the project's history, performance, outcomes, and best practices, which can be useful for organizational learning and

improvement<sup>2</sup>. Reference = 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.

### Question: 116

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

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

**Answer: C**

Explanation:

A finish-to-start dependency is a type of relationship dependency in project management, where the start of one task depends on the finish of another task<sup>12</sup>. In this case, the project manager is using a finish-to-start dependency, because testing cannot start until requirements development is finished. This implies that testing is a successor task, and requirements development is a predecessor task. A finish-to-start dependency is the most common type of dependency in project management, and it ensures that tasks are performed in a logical sequence<sup>34</sup>. Reference = CompTIA Project+ Certification Study Guide<sup>5</sup>, CompTIA Project+ Certification Exam Objectives<sup>6</sup>, Understanding Dependencies in Project Management [2023] • Asana<sup>1</sup>, Dependencies in Project Management | Smartsheet<sup>2</sup>, Understanding Task Dependencies in Project Management<sup>3</sup>, What are Dependencies in Project Management? - KnowledgeHut<sup>4</sup>

### Question: 117

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. Reference = 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.

### Question: 118

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

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

## Answer: C

### Explanation:

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

### Question: 119

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

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

**Answer: A**

Explanation:

Transfer is a risk management strategy that involves shifting the responsibility or impact of a risk to a third party, such as an insurance company, a vendor, or a contractor<sup>1</sup>. By buying an extended warranty for a set of servers, the project manager is transferring the risk of server failure or

malfunction to the warranty provider, who will cover the cost of repair or replacement in case of a risk event. This way, the project manager reduces the exposure and liability of the project to the risk, while still retaining some level of accountability and oversight<sup>2</sup>. Reference = CompTIA Project+ PK0- 005 Certification Study Guide, Chapter 8: Planning Projects Part 4, page 245; 4 Risk Management Strategies for Successful Project Execution, Risk transferring section; How to Manage Project Risk: A 5-Step Guide, Risk treatment section.

### Question: 120

How does data discovery assist with data classification?

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

## Answer: A

### Explanation:

Data discovery is the process of finding and analyzing data across an organization's data sources, such as databases, files, cloud services, and applications<sup>12</sup>. Data discovery can assist with data classification, which is the process of assigning labels and categories to data based on its sensitivity, value, and risk<sup>34</sup>. By showing where specific data is stored, data discovery can help to:

Identify the location and scope of sensitive data, such as personal, financial, or health information, that may require special protection or compliance measures<sup>56</sup>.

Evaluate the data quality, accuracy, and relevance for different purposes and users<sup>78</sup>.

Optimize the data storage, access, and governance policies and practices<sup>910</sup>.

Reference = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Data Discovery and Classification?<sup>1</sup>, Data Discovery and Classification: Working Hand in Hand<sup>2</sup>, Why Data Discovery and Classification are Important<sup>3</sup>, Data Discovery & Classification<sup>4</sup>, Data Discovery and Classification: The First Step to Data Security<sup>5</sup>, Data Discovery and Classification: A Key Component of Data Protection<sup>6</sup>, Data Discovery and Classification: The Foundation of Data Quality<sup>7</sup>, Data Discovery and Classification: The Key to Data Governance<sup>8</sup>, Data Discovery and Classification: The Essential Step to Data Optimization<sup>9</sup>, Data Discovery and Classification: The Best Practice for Data Management<sup>10</sup>

### Question: 121

Two developers are discussing the design solution for a particular feature. The meeting is taking longer than expected, and the parties have been unable to reach an agreement. The project manager decides to take a break and continue the meeting on another day. Which of the following techniques is the project manager using?

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

## Answer: A

### Explanation:

Avoiding is a conflict resolution technique that involves postponing or withdrawing from a conflict situation. The project manager is using this technique by taking a break and continuing the meeting on another day, hoping that the conflict

will resolve itself or become less important over time. This technique may be appropriate when the conflict is trivial, the potential damage is greater than the benefits, or more information is needed before making a decision. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 287; [CompTIA Project+ Certification Exam Objectives], Domain 3: Project Execution, Objective 3.2: Given a scenario, apply appropriate conflict resolution techniques.

### **Question: 122**

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.

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

### **Question: 123**

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

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

## Answer: C

### Explanation:

An issue log is a document that records and tracks any issues that arise during a project and how they are resolved<sup>1</sup>. It is different from a risk register, which records and tracks potential risks that may or may not occur during a project<sup>2</sup>. When a risk becomes an issue, it means that it has occurred and has a negative impact on the project. Therefore, the project manager should update the issue log next to document the compliance issue, its cause, its impact, its priority, its owner, and its resolution status<sup>3</sup>. Updating the issue log will help the project manager communicate the issue to the stakeholders, monitor the progress of the mitigation plan, and prevent similar issues from happening again<sup>4</sup>. Reference = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 11: Executing Projects Part 2, page 331; Project Risk Mitigation Guide + Starter Kit | Smartsheet, Risk Register section; How to Make a Risk Management Plan (Template Included) - ProjectManager, Risk Register section; Issue Log - Project Management Knowledge, Introduction section; Issue Log Template: Free Download | ProjectManager, Introduction and How to Use an Issue Log sections.

### Question: 124

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 budget<sup>12</sup>. 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 criteria<sup>34</sup>. 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 issue<sup>56</sup>. 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 scope<sup>7</sup>.

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 project<sup>8</sup>.

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 autonomy<sup>9</sup>.

Reference = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Issue Management?<sup>1</sup>, Issue Management Process<sup>2</sup>, How to Assess the Severity of Project Issues<sup>3</sup>, How to Prioritize Project Issues<sup>4</sup>, How to Replace Faulty Equipment in Project

Management<sup>5</sup>, How to Manage Equipment Maintenance in Project Management<sup>6</sup>, How to Escalate Issues in Project Management<sup>7</sup>

## Question: 125

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 with 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. Reference = 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.

### Question: 126

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.

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

### Question: 127

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 goals. It is often used when the conflict is not very important or when there is a

need to maintain harmony and relationships<sup>2</sup>. 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

parties<sup>3</sup>. Reference = 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.

### Question: 128

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 timeline<sup>12</sup>. A milestone chart can provide a high-level overview of the project progress and achievements, without showing the details of each task or activity<sup>34</sup>. 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 completion<sup>56</sup>. Reference = CompTIA Project+ Certification Study Guide<sup>7</sup>, CompTIA Project+ Certification Exam Objectives<sup>8</sup>, What is a Milestone Chart?<sup>1</sup>, How to Create a Milestone Chart in Excel in 3 Steps<sup>2</sup>, Milestone Chart: The Easiest Way to Track Project Milestones<sup>3</sup>, How to Use Milestones in Project Management<sup>4</sup>

### Question: 129

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



- C. Accept delays in the work.
- D. Approve the deliverables.
- E. Monitor the performance.
- F. Negotiate with the vendors.

**Answer: D,E**

**Explanation:**

The project manager should approve the deliverables and monitor the performance of the outsourced structured cabling activities. These are the responsibilities of the project manager when dealing with external vendors or contractors, as they ensure that the quality standards, scope, schedule, and budget are met according to the contract terms and the project plan. The project manager should also communicate regularly with the vendor and provide feedback and guidance as needed. The other options are not correct because:

Purchasing the materials is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only verify that the materials are suitable and available for the project.

Assigning the resources is not the responsibility of the project manager, but the vendor who is performing the structured cabling activities. The project manager should only ensure that the vendor has the adequate and qualified resources to complete the work.

Accepting delays in the work is not a good practice for the project manager, as it can negatively affect the project schedule, scope, and quality. The project manager should proactively identify and manage the risks and issues that may cause delays, and implement contingency plans or corrective actions if necessary.

Negotiating with the vendors is not a task that the project manager should do during the execution of the structured cabling activities, as it should have been done during the planning and procurement phases of the project. The project manager should only adhere to the contract terms and conditions that have been agreed upon with the vendor, and only renegotiate if there are significant changes or disputes that require it. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Planning Projects, Part 4 (Procurement and Communication), pages 243-260; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.5: Given a scenario, plan procurement for a project; Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies.

### **Question: 130**

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

- A. Creating a backlog

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

**Answer: E,F**

**Explanation:**

During the project closure phase in the waterfall methodology, it is crucial to validate the deliverables to ensure that all project requirements have been met and the project outputs are complete and satisfactory. Additionally, reconciling the project budget is performed to ensure all financial records are accurate and reflect the actual project costs, which is essential for the formal closing of the project.

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

### **Question: 131**

A stakeholder raises a concern with a project manager because of the number of emails that have been received before a coding release. Which of the following actions should the project manager take next?

- A. Inform the CCB to stop communication.
- B. Establish a RACI matrix.
- C. Escalate the communication issues.
- D. Revise the communication plan.

**Answer: D**

**Explanation:**

When stakeholders express concerns about the volume of communication, it's important to review and adjust the communication plan to ensure it meets the project's needs and stakeholders' preferences. A RACI matrix is useful for defining roles and responsibilities but does not address communication frequency or methods directly. Escalating the issue may not be necessary if it can be resolved by revising the plan. Informing the CCB (Change Control Board) to stop communication is not advisable as the CCB's role is to oversee changes, not to manage day-to-day communications.

Reference = The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns<sup>1</sup>.

## Question: 132

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<sup>12</sup>. 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<sup>34</sup>. 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 update<sup>56</sup>. 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 testing<sup>78</sup>. 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 results<sup>910</sup>. 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.

Reference = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Stress Testing?<sup>1</sup>, Stress Testing: A Complete Guide<sup>2</sup>, What is Regression Testing?<sup>3</sup>, Regression Testing: A Complete Guide<sup>4</sup>, What is Smoke Testing?<sup>5</sup>, Smoke Testing: A Complete Guide<sup>6</sup>, What is Automation Testing?<sup>7</sup>, Automation Testing: A Complete Guide<sup>8</sup>

### Question: 133

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

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

**Answer: D**

**Explanation:**

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

Residual risk is the remaining risk after applying security controls. Residual risk is not a basis for establishing metrics, but rather a result of measuring the effectiveness of security controls. Residual risk should be monitored and reported, but it does not define the desired outcomes or goals of the security program.

Regulatory requirements are the external standards, laws, and regulations that the organization must comply with to avoid legal or financial penalties. Regulatory requirements are not a basis for establishing metrics, but rather a constraint or a driver for the security program. Metrics based on regulatory requirements can help to demonstrate compliance, but they may not reflect the actual effectiveness or efficiency of the security program.

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

### Question: 134

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.

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

### **Question: 135**

Which of the following metrics BEST 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 strategy<sup>1</sup>. Reference = Performance Measurement Guide for Information Security, Section 3.2.3, page 16; Key Performance Indicators for Security Governance, Part 1, Section 3, page 3.

### Question: 136

Which of the following statements best describes a content management system?

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

**Answer: C**

Explanation:

A content management system (CMS) is a software application that allows users to create, manage, and deliver content via digital channels, such as websites, blogs, or social media<sup>12</sup>. A CMS enables multiple contributors to access, edit, and publish content without requiring technical knowledge or coding skills<sup>34</sup>. A CMS also provides features such as templates, workflows, media libraries, and analytics to help users design, organize, and optimize their content<sup>56</sup>.

Reference = CompTIA Project+ Certification Study Guide<sup>7</sup>, CompTIA Project+ Certification Exam Objectives<sup>8</sup>, What Is a Content Management System (CMS)?<sup>1</sup>, What is a Content Management System (CMS) | Oracle<sup>2</sup>, What is a Content Management System (CMS)? | Adobe Basics<sup>3</sup>, What is a CMS?<sup>4</sup>, What is a Content Management System?<sup>5</sup>, Content Management System (CMS) - Definition from Techopedia<sup>6</sup>

### Question: 137

Which of the following pieces of data are examples of PII?

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

**Answer: B**

Explanation:

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

### Question: 138

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.

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

### Question: 139

A project was closed according to the planned project schedule. Security teams later identified that one of the contractors stole data after the project's closure. Which of the following would have most likely prevented the data from being stolen?

- A. Removing access
- B. Closing contracts
- C. Project sign-off
- D. Project evaluation

**Answer: A**

**Explanation:**

Removing access means revoking the contractor's permissions to access the project data, systems, and devices after the project is closed. This is a crucial security measure to prevent unauthorized access, misuse, or theft of sensitive data by external parties. Closing contracts, project sign-off, and project evaluation are important steps in the project closure process, but they do not necessarily prevent data theft by themselves. They may involve formal agreements, documentation, and feedback, but they do not address the technical aspects of data security. Reference = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 14: Closing the Project, page 3771; 9 Ways to Prevent Third-Party Data Breaches in 2023; 3 Ways to Prevent Data Theft by Contractors

**Question: 140**

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

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

**Answer: D**

**Explanation:**

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

### Question: 141

A project team is developing an application that will allocate a building's parking spaces. The building owner does not agree with using corporate colors in the application and has blocked

the release of the beta version for testing. Which of the following best describes what the project manager should have done in the initiation phase to prevent this issue?

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

### Answer: C

Explanation:

The project manager should have identified and assessed the building owner as a key stakeholder in the initiation phase, and understood their expectations and requirements for the application. This would have helped to avoid the conflict over the corporate colors and the delay in testing.

Stakeholder identification and assessment is an important process in the initiation phase, as it helps to define the project scope, objectives, and success criteria, and to establish a communication plan<sup>12</sup>. Reference = CompTIA Project+ PK0-005 Certification Study Guide,

### Question: 142

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. Reference = 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

### Question: 143

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. RFI
- D. RFP

## Answer: D

### Explanation:

A request for proposal (RFP) is the best document for the company to use in this scenario, because it is the most detailed and personalized type of request document. An RFP allows the company to specify the project scope, requirements, deliverables, evaluation criteria, and budget for the structured cabling installation, and to solicit proposals from various vendors that can meet those needs. An RFP also enables the company to compare the vendors based on their qualifications, experience, methodology, and pricing, and to select the best one for the project. An RFP is more suitable than an RFB, RFQ, or RFI, because those documents are less comprehensive and more generic, and they do not

provide enough information for the company to make an informed decision. Reference = CompTIA Project+ Study Guide: Exam PKO-005, Third Edition, Chapter 5: Initiating the Project, page 1131; RFI, RFP, RFQ: Understanding the Differences2; Data Center Structured Cabling RFP Template3

### Question: 144

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. Reference = CompTIA Project+ Study Guide: Exam PKO-005, 3rd Edition, Chapter 4: Communication and Change Management, p. 97-98.

### Question: 145

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

- A. Requesting project charter sign-off
- B. Recognizing project team efforts and rewarding team members
- C. Working with the financial team to obtain return of investment

- D. Revoking resource credentials from the system
- E. Updating the risk register with new findings
- F. Informing the functional manager about the release of resources
- G. Monitoring project team performance

**Answer: B,D,F**

**Explanation:**

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

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

Reference = CompTIA Project+ PK0-005 Certification

### **Question: 146**

A project team selected a random sample of patient accounts for testing the deliverable. The data was masked since it contained patient names. Which of the following describes this type of data?

- A. Confidential information
- B. Protected health information

C. Personally identifiable information

D. Security clearance

### **Answer: C**

#### **Explanation:**

Personally identifiable information (PII) is any data that can be used to identify, contact, or locate a specific individual, either alone or combined with other sources. PII includes information such as name, address, phone number, email address, social security number, etc. Patient names are examples of PII, and therefore the data that contains them should be masked or anonymized to protect the privacy and security of the patients. Confidential information, protected health information, and security clearance are not types of data, but rather categories or levels of data sensitivity that may require different degrees of protection or access control. Reference = CompTIA Project+ Study Guide, Chapter 3: Project Planning, Section 3.4: Data Privacy and Security, p. 121; Patient Data: Types, Uses & Hospital Patient Databases; What is Patient Data and Why Is It Important?; Chapter 1 - Registrar Playbook

### **Question: 147**

During a status meeting for a multisystem program, a program manager learns that some deliverables from another project are delayed. Which of the following should the program manager do next?

A. Obtain details from the owner of the project.

B. Update the critical path for the project.

C. Apply contingency reserves.

D. Reestimate epic user stories.

### **Answer: A**

#### **Explanation:**

The program manager should first obtain details from the owner of the project that is causing the delay, such as the root cause, the impact, the mitigation plan, and the revised timeline. This will help the program manager to assess the situation, communicate with the stakeholders, and adjust the program schedule accordingly. Updating the critical path, applying contingency reserves, and reestimating epic user stories are possible actions that the program manager may take after obtaining the details, depending on the severity and duration of the delay. However, they are not the immediate next steps, as they require more information and analysis. Reference = CompTIA Project+ Study Guide: Exam

Institute2

**Question: 148**

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

### Question: 149

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 attacks<sup>12</sup>. Reference = CompTIA Project+ PK0-005 Certification Study Guide,

### Question: 150

**SIMULATION**

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

**INSTRUCTIONS**

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

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


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


the Reset All button.

S View Sponsor Email


Server Migration Engineers

Select the Appropriate Tool



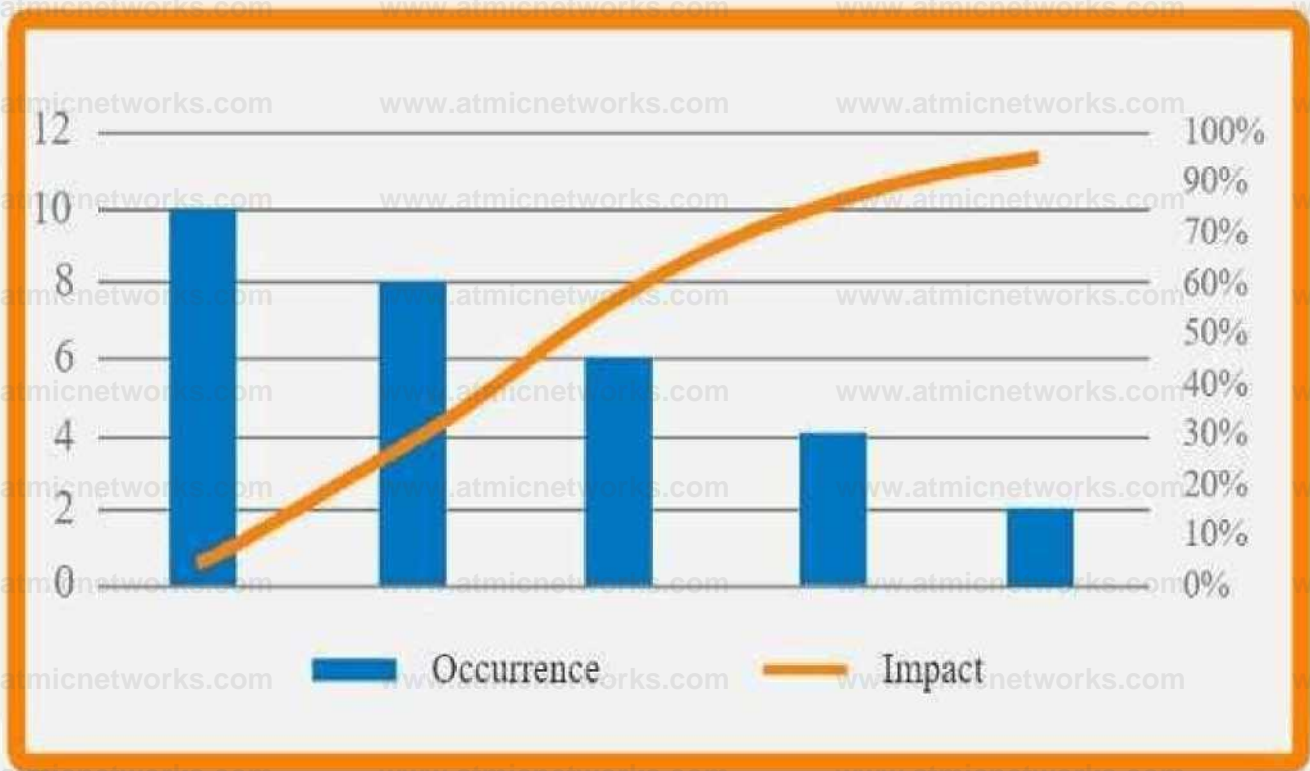
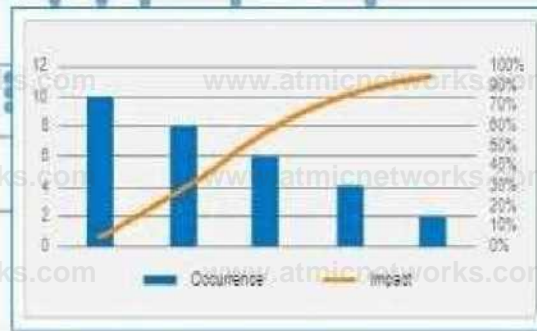
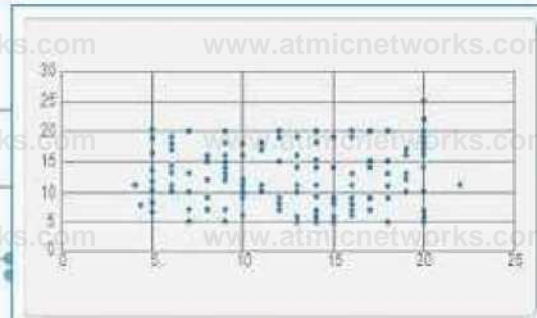


Select the Critical Path

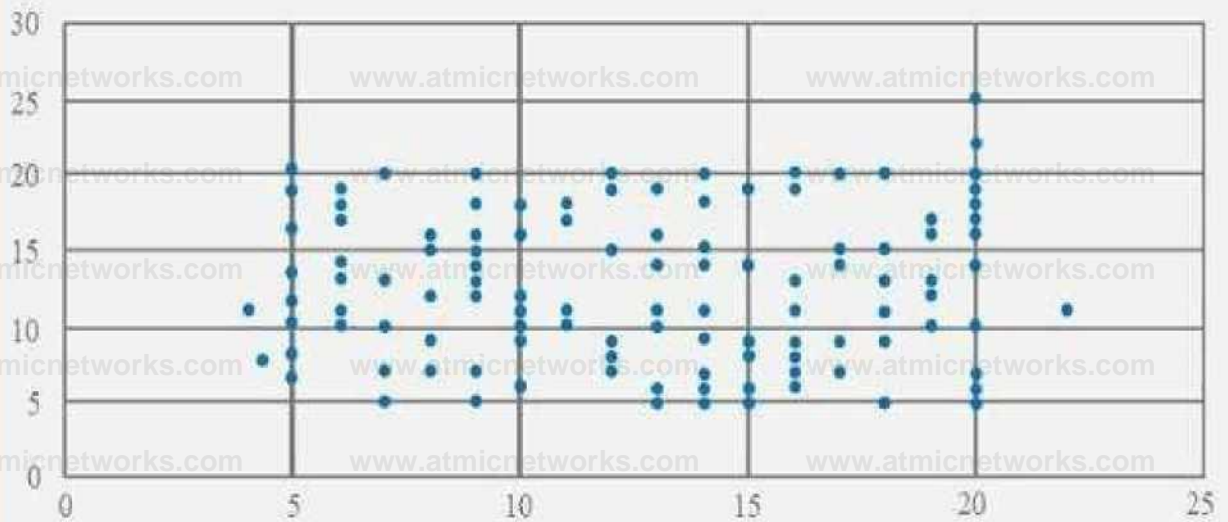


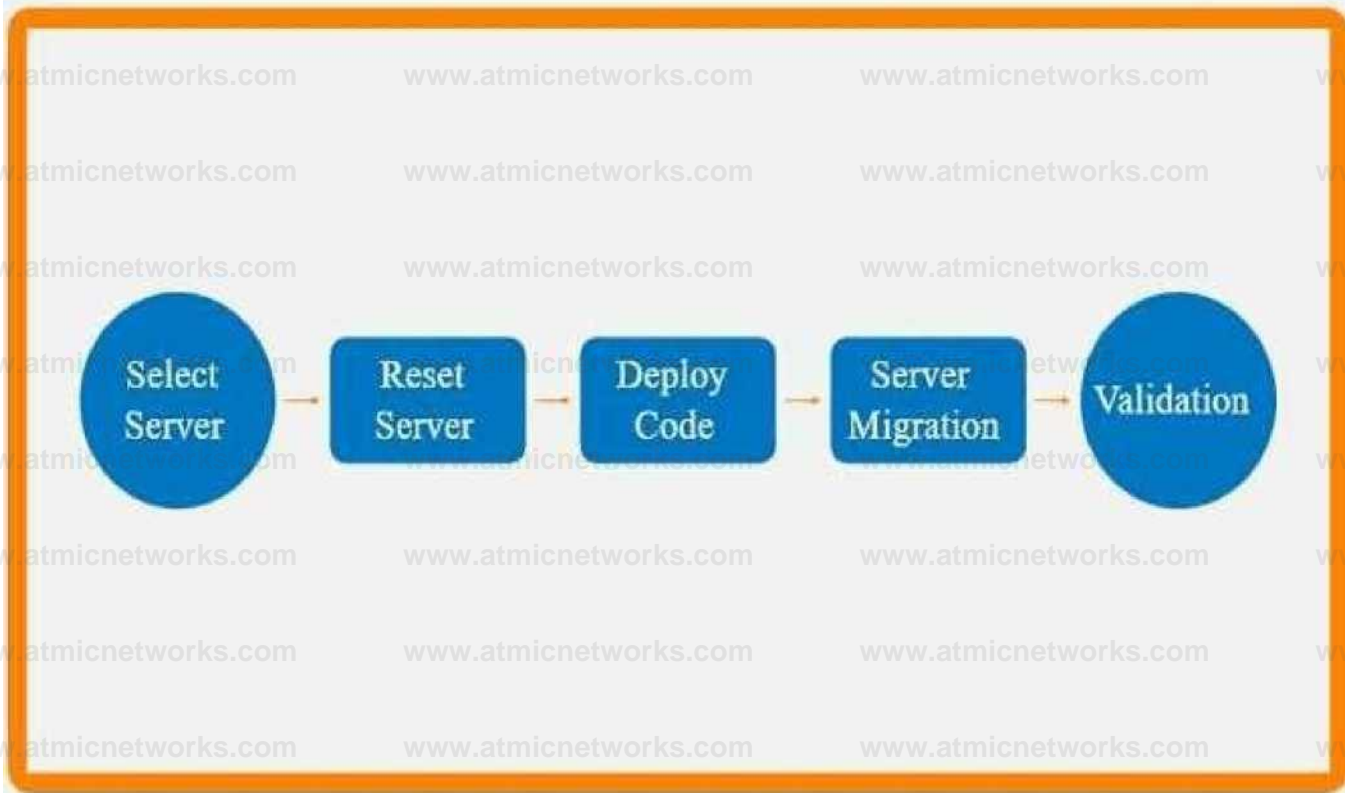
Select the Appropriate Tool:

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

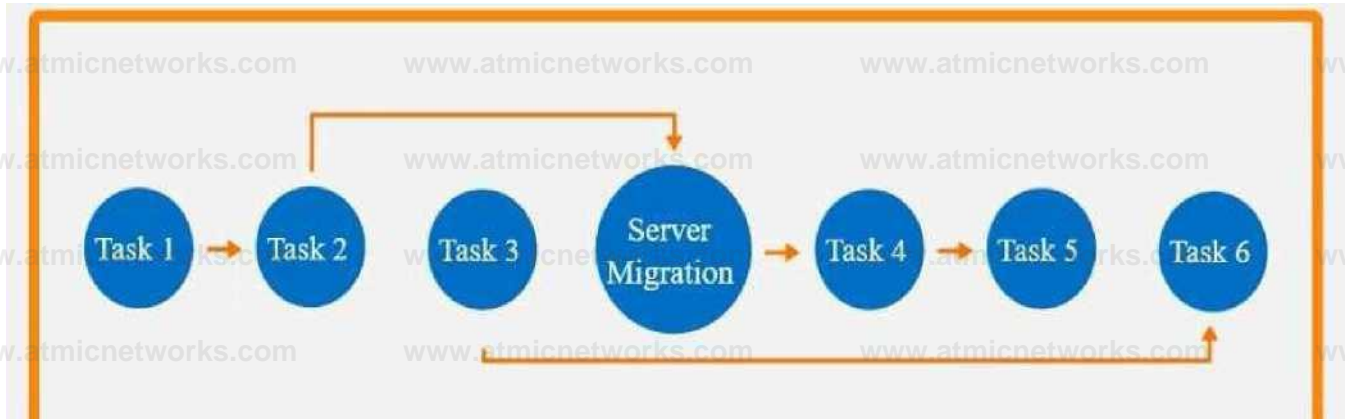


	Duration	3/9	3/10	3/11	3/12	3/13	3/14	3/15
Task 1	2	■	■					
Task 2	1			■				
Task 3	2				■	■		
Task 4	1						■	
Task 5	1							■
Task 6	1							■
Server Migration	2		■	■				

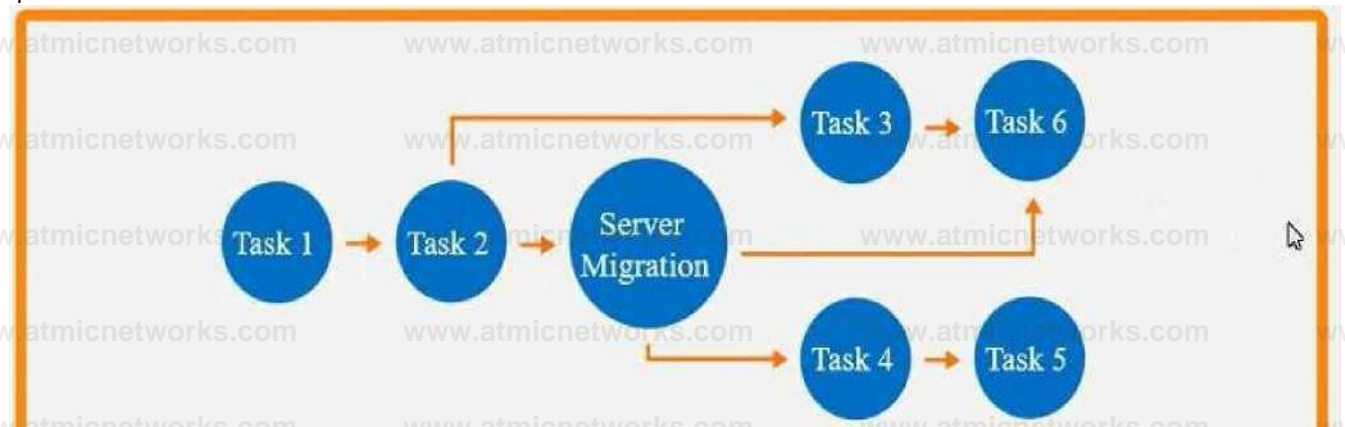




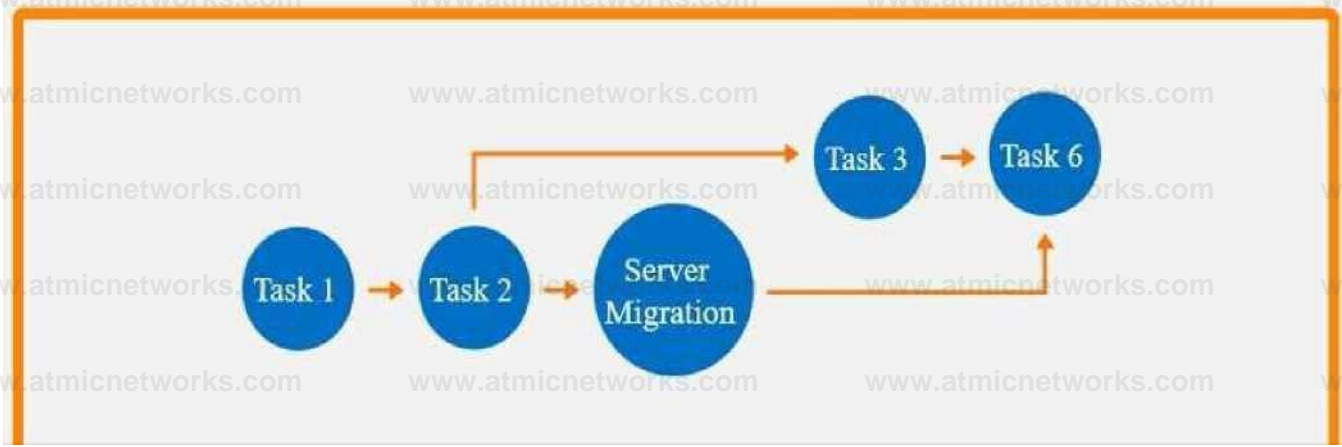
Select the new critical path. Option A



Option B



Option C



## Sponsor Email IX

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

Hi Ann.

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

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

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

Sorry for the inconvenience of shanng this in the middle of project execution

Sincerely,

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

**Answer: See the solution below in explanation.**

Explanation:

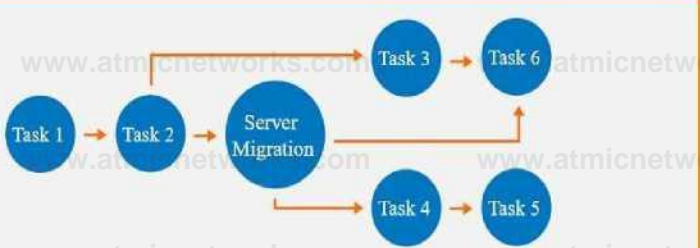

www.atmicnetworks.com

Show Question    Reset All Answers

View Sponsor Email

Server Migration Engineers

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



www.atmicnetworks.com

### Question: 151

While in the closing phase of a project, the project manager gathers feedback from stakeholders. Which of the following best describes a benefit of this feedback?

- A. It highlights the performance issues of the project manager and team members.
- B. It lets the project manager know which stakeholders are allies for future projects.
- C. It helps the project manager create a more structured lessons-learned session.
- D. It identifies the stakeholders' real opinions about the project.

**Answer: C**

Explanation:

Gathering feedback from stakeholders in the closing phase of a project is a valuable activity that can help the project

manager create a more structured lessons-learned session. A lessons-learned session is a meeting where the project team and stakeholders review the project outcomes, successes, failures, and best practices, and document the lessons learned for future reference and improvement. Feedback from stakeholders can provide useful insights, perspectives, and suggestions on how the project was managed, what went well, what went wrong, and what can be done better next time. Feedback from stakeholders can also help the project manager identify the gaps, issues, and risks that occurred during the project, and how they were resolved or mitigated. By collecting and analyzing feedback from stakeholders, the project manager can create a more comprehensive and structured lessons-learned report that can benefit the organization and the project management profession<sup>12</sup>.

The other options are not the best descriptions of the benefit of feedback from stakeholders. While feedback from stakeholders may highlight the performance issues of the project manager and team members (option A), or identify the stakeholders' real opinions about the project (option D), these are not the primary purposes or benefits of feedback. Feedback from stakeholders is not meant to evaluate or judge the project manager or team members, but to learn from the project experience and improve the project management processes and practices. Similarly, feedback from stakeholders is not meant to reveal their personal feelings or preferences about the project, but to assess the project results and deliverables against the project objectives and requirements. Feedback from stakeholders may also let the project manager know which stakeholders are allies for future projects (option B), but this is not a direct or significant benefit of feedback. Feedback from stakeholders is not intended to build or maintain relationships with stakeholders, but to solicit their input and feedback on the project performance and outcomes. While having allies among stakeholders may be helpful for future projects, this is not the main goal or benefit of feedback from stakeholders<sup>1</sup>.

## Question: 152

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

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

**Answer: D**

**Explanation:**

The project manager and team should review assumptions and constraints for input to the risk register during the planning phase of a project. Assumptions are statements that are considered to be true for the purpose of planning, but may or may not be valid in reality. Constraints are factors that limit the project scope, time, cost, quality, or resources. Both assumptions

and constraints can introduce risks to the project, which are uncertain events or conditions that can have a positive or negative impact on the project objectives. The risk register is a document that records the identified risks, their causes, impacts, probabilities, responses, owners, and status. Reviewing assumptions and constraints can help the project manager and team identify, analyze, prioritize, and plan for the potential risks that may affect the project<sup>12</sup>.

The other options are not the correct activities that the team should do during the planning phase of a project. Identifying and assessing stakeholders (option A) is an activity that is done during the initiating phase of a project, not the planning phase. Stakeholders are individuals or groups that have an interest or influence in the project, and their identification and assessment is important to define the project scope, objectives, and success criteria, and to establish a communication plan<sup>12</sup>. Holding daily status meetings (option B) is an activity that is done during the executing and monitoring and controlling phases of a project, not the planning phase. Daily status meetings are short and frequent meetings where the project team members report on their progress, issues, and plans for the next day. Daily status meetings can help the project manager track the project performance, resolve problems, and communicate updates<sup>12</sup>. Removing access and planning the project sign-off (option C) is an activity that is done during the closing phase of a project, not the planning phase. Removing access is a security measure to ensure that the project resources do not have access to the project systems, data, or assets after the project is completed. Planning the project sign-off is a process to obtain the formal acceptance and approval of the project deliverables from the stakeholders and customers<sup>12</sup>.

### **Question: 153**

Given the following information:

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).

### Question: 154

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. Reference = 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.

### Question: 155

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. Reference = 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.

### Question: 156

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

- A. Scope statement
- B. Business case
- C. Sponsor request

D. Project charter

**Answer: B**

Explanation:

A business case provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. A business case is essential for demonstrating the value of the project and securing the approval and funding from the governance. A business case is different from a scope statement, which defines the project boundaries and deliverables; a sponsor request, which initiates the project idea and seeks support; and a project charter, which authorizes the project and assigns the project manager.

Reference = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 3: Initiating Projects; What is business case? |

APM

### **Question: 157**

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

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

**Answer: D**

Explanation:

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

management activities.

### Question: 158

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

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

**Answer: D**

**Explanation:**

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

### Question: 159

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

- A. Flat
- B. Projectized
- C. Weak matrix

D. Functional

**Answer: C**

Explanation:

A weak matrix organizational structure is one where the project manager has low authority and the functional manager has high authority. The project manager is considered to be a coordinator or an escalator, and the team members are primarily loyal to their functional units. This can cause issues with team motivation, communication, and performance<sup>1</sup>

### Question: 160

Which of the following best represents the project impact to a company's brand value?

- A. The project is compliant with local and state laws and becomes the standard for new projects.
- B. The project promotes new initiatives to expand its benefit to other communities.
- C. The project exceeds the sales quota for the third quarter and raises the bar for next periods. The project meets the expected milestones and finishes on time and within budget.

**Answer: B**

Explanation:

the brand of a project should deliver the message about its value and goals, and a proper brand helps the project get the necessary support and increases loyalty. The project that promotes new initiatives to expand its benefit to other communities is the one that best represents the project impact to a company's brand value, as it shows the company's vision, cause, and reputation.

### Question: 161

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 backlog.

**Question: 162**

A project manager wants to schedule a troubleshooting session for team members who are located in Germany and California. Which of the following is most important for the project manager to consider when setting up the session?

- A. Cultural differences
- B. Technological factors
- C. Time zones
- D. Language barriers

**Answer: C**

Explanation:

Time zones are the most important factor to consider when setting up a troubleshooting session for team members who are located in different regions of the world. The project manager should ensure that the session is scheduled at a convenient and reasonable time for all participants, and avoid scheduling conflicts or communication delays. Time zones can also affect the availability and responsiveness of stakeholders, vendors, and customers<sup>1</sup>.

### **Question: 163**

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 work<sup>12</sup>.

### Question: 164

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

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

**Answer: C**

Explanation:

Assessing the resource pool is the process of identifying and evaluating the availability, skills, and costs of the resources needed for the project. The PM reviews the SOW from the contractor to understand the scope and requirements of the project, grades the full-time equivalents' resumes to determine their qualifications and suitability for the project, evaluates the titles and salaries to estimate the budget and allocation of the resources, and estimates the number of hours for each milestone by full-time equivalents to plan the schedule and workload of the project<sup>12</sup>.

### Question: 165

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

- A. To move the system to a production environment
- B. To obtain project sign-off

C. To formalize the end of the contract

D. To release resources

**Answer: B**

**Explanation:**

A project closure meeting is a formal gathering held at the end of a project timeline. Its chief purpose is to evaluate the project's performance, identify and discuss the achieved outcomes, successes, and challenges, and confirm that all predefined tasks and objectives have been completed successfully<sup>1</sup>. The project closure meeting also involves obtaining project sign-off from all necessary parties, such as the project sponsor, the client, the stakeholders, and the team members. Project sign-off is the official approval that the project has met the agreed-upon criteria and quality standards, and that the project is formally closed<sup>2</sup>.

### **Question: 166**

During quality analysis, different team members are identifying multiple constraints. Which of the following tools should the project manager adopt first to help track and prioritize a resolution?

A. Issue log

B. Defect log

C. Risk register

D. Change log

**Answer: A**

**Explanation:**

An issue log is a tool that records and tracks any issues that arise during the project. It helps the project manager to identify, prioritize, assign, monitor, and resolve the issues in a timely manner. An issue log can also include information such as the issue description, impact, status, owner, and resolution date<sup>1</sup>. An issue log is different from a defect log, which records and tracks the defects or errors in the project deliverables. A risk register is a tool that records and tracks the potential risks that may affect the project objectives. A change log is a tool that records and tracks the changes that are made to the project scope, schedule, budget, or quality<sup>2</sup>.

### Question: 167

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 noncompete 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 organization<sup>12</sup>.

### Question: 168

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.

### **Question: 169**

A project manager is leading the implementation of a new service for a well-known, global company for which brand image is most important. The project will rely on contracted services. As part of the request for proposal process, the project team has identified a short list of vendors to submit proposals. Which of the following items should the project team consider as a primary factor to remove a vendor from consideration?

- A. The vendor's proposed schedule does not align with the desired schedule.
- B. The vendor is new and not well established in the market.
- C. The vendor has been linked to ESG concerns within the past month
- D. The vendor's quote was the highest of all the proposals.

**Answer: C**

**Explanation:**

ESG stands for environmental, social, and governance, and it refers to the criteria that measure the sustainability and ethical impact of an organization. ESG concerns can affect the reputation, performance, and value of a company, as well as its stakeholders and customers. For a well-known, global company that values its brand image, hiring a vendor that has been linked to ESG concerns can be a major risk and a source of negative publicity. Therefore, the project team should consider this as a primary factor to remove a vendor from consideration12.

### **Question: 170**

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

- A. Remove access.
- B. Complete the project sign-off.

C. Release the resources.

D. Outline the lessons learned.

**Answer: B**

**Explanation:**

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

**Question: 171**

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

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

**Answer: C**

**Explanation:**

A warranty period is the time during which a manufacturer or seller agrees to repair or replace a product that is defective or does not meet the specified standards. A warranty period can be expressed in terms of duration (e.g., one year) or usage (e.g., 10,000 miles). A warranty period is a form of consumer protection that obliges the manufacturer or seller to bear the costs of repairing or changing any part of the product that is not functioning properly<sup>1</sup>.

### **Question: 172**

Several months after a project has ended, a project team member is still charging time to the project and is unable to charge time to new projects. Which of the following did the project manager neglect to do?

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

**Answer: B**

**Explanation:**

Releasing the project resources is the process of formally ending the involvement of the project team members and other resources in the project. It also involves updating the resource availability and performance records, and providing feedback and recognition to the resources. Releasing the project resources is an important part of the project closure phase, and it helps to avoid unnecessary costs and conflicts. If the project manager neglects to release the project

resources, the team members may still charge time to the project and be unable to work on new projects<sup>12</sup>.

### Question: 173

During the execution phase, a new PM was assigned to a project. The PM received a request to add new functionality to the system that is being developed. While the PM was conducting a preliminary review with the team, the technical lead highlighted that this functionality request was rejected during the planning phase. Which of the following documents is the best source for the PM to use to confirm this assertion?

- A. Issue log
- B. Scope statement
- C. Risk report
- D. Change log

### Answer: D

#### Explanation:

A change log is a document that records and tracks the changes that are made to the project scope, schedule, budget, or quality. It helps the project manager to monitor and control the project performance and ensure that the changes are aligned with the project objectives and stakeholders' expectations. A change log can also include information such as the change description, impact, status, approval, and date. A change log is the best source for the PM to use to confirm the assertion that the functionality request was rejected during the planning phase, as it would show the details and reasons for the rejection<sup>12</sup>.

### Question: 174

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 capabilities<sup>12</sup>.

### **Question: 175**

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

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

**Answer: D,E**

**Explanation:**

Agile is a project management methodology that emphasizes customer collaboration, feedback, and adaptation throughout the project life cycle. Agile teams work in short iterations, called sprints, and deliver working increments of the product or service to the customer for review and approval. Agile teams can also respond to changing requirements and priorities by adjusting the scope, schedule, or quality of the project<sup>12</sup>. Waterfall, on the other hand, is a project management methodology that follows a linear and sequential process, where each phase of the project must be

completed before moving on to the next one. Waterfall teams work with a fixed scope, schedule, and quality, and deliver the final product or service to the customer at the end of the project. Waterfall teams have less customer involvement and flexibility during the project development<sup>34</sup>.

### **Question: 176**

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

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

**Answer: A**

**Explanation:**

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

### **Question: 177**

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 advance<sup>12</sup>.

### **Question: 178**

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

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

**Answer: D**

**Explanation:**

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

each requirement. Therefore, the project manager can use the traceability matrix to identify who requested the specific item that caused the regression test to fail.

### Question: 179

During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase. Which of the following actions should the Program manager take?

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

### Answer: D

#### Explanation:

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

### Question: 180

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

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

## Answer: D

### Explanation:

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

Celebrating the team's hard work: This is the correct answer, as the project manager is acknowledging the efforts and contributions of the team members and showing appreciation and recognition for their performance<sup>12</sup>.

Bringing attention to the project sponsor: This is not the correct answer, as the project manager is not highlighting the role or involvement of the project sponsor, who is the person who provides the resources and authority for the project.

Sharing lessons learned: This is not the correct answer, as the project manager is not discussing the successes, challenges, or best practices of the project, which are part of the lessons learned process.

Collecting feedback: This is not the correct answer, as the project manager is not soliciting any input or opinions from the team members or other stakeholders, which are part of the feedback process.

### Question: 181

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: A,C**

**Explanation:**

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

A deployment plan is a document that outlines the steps and procedures for implementing the change in the production environment. A deployment plan is important to ensure the change is executed smoothly, efficiently, and securely, and that the system meets the expected performance and quality standards<sup>34</sup>.

**Question: 182**

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 project<sup>1</sup>.

**Question: 183**

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

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

**Answer: C**

Explanation:

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

**Question: 184**

A project manager and team are reviewing a task that is supposed to take nine days to complete and cost \$3,000. There is a 20% chance that an associated risk related to changing requirements could occur, resulting in rework that would add an additional five days and \$1,000 in costs. Which of the following represents the total amount that should be budgeted for the task?

- A. 9 days and \$3,000
- B. 10 days and \$3,200
- C. 12 days and \$3,800
- D. 14 days and \$4,000

**Answer: B**

Explanation:

The total amount that should be budgeted for the task is calculated by adding the expected value of the risk to the original estimate. The expected value of the risk is the product of the probability and the impact of the risk. In this case, the expected value of the risk is  $0.2 \times (5 \text{ days and } \$1,000) = 1 \text{ day and } \$200$ . Therefore, the total amount that should be budgeted for the task is  $9 \text{ days and } \$3,000 + 1 \text{ day and } \$200 = 10 \text{ days and } \$3,200$ .

### Question: 185

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

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

### Answer: B

#### Explanation:

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

### Question: 186

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

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

**Answer: D**

**Explanation:**

A multitiered architecture project is a type of project that involves designing and implementing a system that consists of multiple layers or tiers, such as presentation, application, and data. A multitiered architecture project can provide a high level of redundancy, scalability, and performance, as each tier can have multiple servers or components that can handle requests and failures independently. A Tier 5 redundancy level is the highest level of redundancy that requires a fully redundant, mirrored system plus one additional backup unit for every component<sup>12</sup>.

### **Question: 187**

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

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

**Answer: D**

**Explanation:**

An RFP (request for proposal) is a document that solicits proposals from potential vendors for a specific project or service. An RFP typically describes the project scope, requirements, evaluation criteria, and

instructions for submitting proposals. An RFP is the best document for the company to use to obtain and compare information on cabling services and costs from various vendors, as it allows the company to evaluate the vendors' qualifications, experience, approach, and pricing<sup>12</sup>.

### **Question: 188**

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.

### **Question: 189**

In order to complete a major project deliverable, very specialized resources are required for some tasks. The PM failed to take into consideration during planning that the required resources would be available for fewer hours than required. Which of the following should the PM do first to make schedule changes?

- A. Add a new risk.
- B. Perform an impact analysis.
- C. Escalate to the sponsor.
- D. Raise a change request.

**Answer: B**

**Explanation:**

According to A Guide To Schedule Updating in Project Management, one of the best practices for effective schedule updating is to perform an impact analysis before making any changes to the schedule. An impact analysis helps the project manager to assess the effects of the change on the project scope, cost, quality, risk, and stakeholder expectations. It also helps to identify the best options for resolving the issue and minimizing the negative impacts. By performing an impact analysis first, the project manager can make informed decisions and communicate them clearly to the project team and stakeholders.

**Question: 190**

Which of the following is a capital expense?

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

**Answer: B**

**Explanation:**

A capital expense is the cost of acquiring or making improvements to fixed assets that have a useful life of more than one year<sup>1</sup>. A building purchase is an example of a capital expense, as it is a long-term investment that increases the value of the company's assets<sup>2</sup>. Building lease, maintenance, and

insurance are not capital expenses, as they are recurring or short-term costs that do not increase the value of the company's assets<sup>3</sup>.

### **Question: 191**

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 meetings<sup>12</sup>. 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 misunderstanding<sup>3</sup>. Therefore, the sponsor should also use formal communication when necessary, such as for official reports, contracts, and presentations<sup>4</sup>.

### **Question: 192**

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

- A. Maintenance window
- B. Risk assessment

C. Operational security

D. Validation check

**Answer: A**

**Explanation:**

A maintenance window is a predefined period of time during which planned changes or updates can be performed on a system or network with minimal impact on the users or business operations<sup>1</sup>. A project manager should consider the maintenance window next when deploying a new networking device into an existing production environment, as it will help to reduce the risk of downtime, disruption, or errors. A maintenance window should be scheduled in advance, communicated to the stakeholders, and aligned with the change management plan<sup>2</sup>.

**Question: 193**

Project stakeholders have asked the team to use Scrum to run a software implementation project.

Which of the following is most likely to take place during a Scrum ceremony?

A. Reviewing project blockers

B. Defining roles and responsibilities

C. Establishing a project schedule

D. Determining a project budget

**Answer: A**

**Explanation:**

According to Four agile ceremonies, demystified, one of the Scrum ceremonies is the daily stand-up, which is a short meeting to discuss progress and identify blockers. Blockers are any issues or impediments that prevent the team from completing their tasks or achieving their goals. Reviewing project blockers during the daily stand-up helps the team to resolve them quickly, collaborate effectively, and stay on track<sup>1</sup>. The other options are not likely to take place during a Scrum ceremony, as they are either part of the initial project planning or outside the scope of Scrum.

### Question: 194

Which of the following are primary features provided by a standard IaaS solution? (Select two).

- A. Encryption
- B. Storage
- C. Networking
- D. User interface
- E. Access
- F. Database

**Answer: B,C**

Explanation:

According to What is Logging as a Service (LaaS)? - LogicMonitor, LaaS is a cloud-based log management platform that simplifies the management of infrastructure and application logs. LaaS offers a central location where you can store, analyze and visualize the content of all your logs. It works by ingesting logs from different sources, such as web servers, IoT devices, database servers and more. It then provides actionable output by organizing and restructuring the information within these logs. Therefore, storage and networking are primary features provided by a standard LaaS solution, as they enable the collection and transmission of logs from various sources to a centralized platform. Encryption, user interface, access, and database are not primary features of LaaS, as they are either optional or secondary aspects of the service.

### Question: 195

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

- A. Rollback plan
- B. Release plan

C. Deployment plan

D. Contingency plan

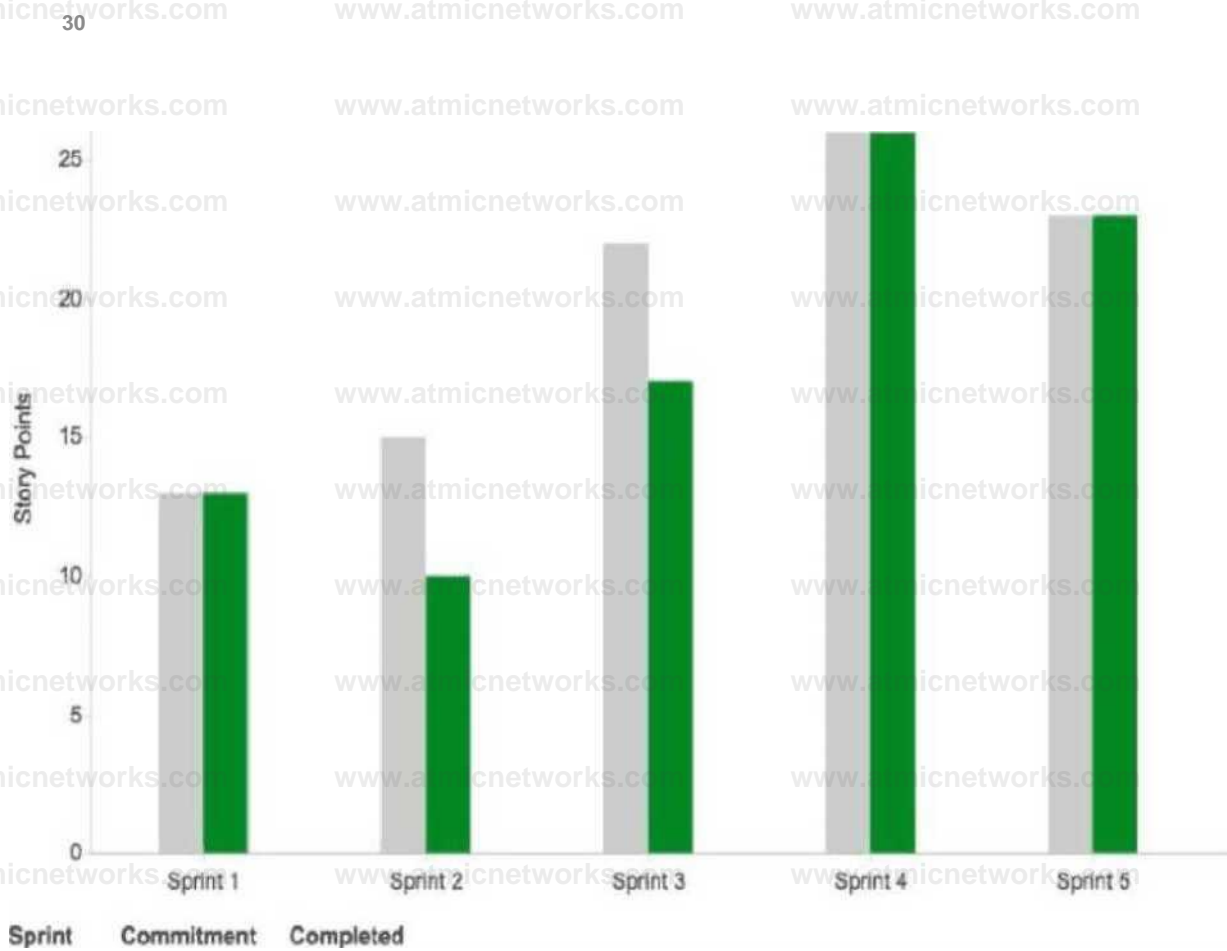
**Answer: A**

**Explanation:**

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

**Question: 196**

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. Reference = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Agile Project Management, page 321. CompTIA Project+ Cert Guide: Exam PK0-005, Chapter 9: Agile Project Management, page 287

### Question: 197

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

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

**Answer: A**

**Explanation:**

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

### Question: 198

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

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

## Answer: D

### Explanation:

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

## Question: 199

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

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

## Answer: B

### Explanation:

The project manager should review the requested change first to assess its impact, feasibility, and alignment with the project objectives and scope. Reviewing the change will help the project manager to determine if the change is necessary, beneficial, and acceptable to the stakeholders. The project manager should also consider the risks, costs, and quality implications of the change before proceeding to the next steps of the change management process<sup>123</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Project Change Management, p. 323; 5 Steps in the Change Management Process | HBS Online; 8 Steps for an Effective Change Management Process - Smartsheet

## Question: 200

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Closure, p. 367; The 9 best online survey apps in 2023 | Zapier

## Question: 201

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

A. Business collaboration tool

B. Email

C. Virtual meetings

D. Enterprise CMS

**Answer: A**

**Explanation:**

A business collaboration tool is a software that enables teams to communicate, share, and create together online. A business collaboration tool can help project teams across multiple time zones to overcome the challenges of distance, time differences, and cultural diversity. A business collaboration tool can provide features such as instant messaging, video conferencing, file sharing, document editing, project management, and more. A business collaboration tool can also integrate with other applications and platforms that the project team uses. A business collaboration tool can improve the efficiency, productivity, and quality of the project team's work<sup>12</sup>. Reference = 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

**Question: 202**

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 time<sup>12</sup>. Reference = 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?

### **Question: 203**

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 model<sup>123</sup>. 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. Reference = 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

## Question: 204

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

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

## Answer: C

Explanation:

The environmental factor would be impacted the most by requirements for a project to implement an air quality control system at a coal plant. This is because coal combustion produces various air pollutants, such as particulate matter (PM), sulfur dioxide (SO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>), carbon dioxide (CO<sub>2</sub>), and mercury, that can harm human health and the environment<sup>12</sup>. An air quality control system can reduce the emissions of these pollutants by using different technologies, such as low NO<sub>x</sub> burners, flue gas desulfurization, electrostatic precipitators, and carbon capture and storage<sup>23</sup>. However, these technologies also have environmental impacts, such as water consumption, waste generation, energy consumption, and greenhouse gas emissions<sup>4</sup>. Therefore, the project manager should consider the environmental factor in terms of the project scope, objectives, constraints, risks, and stakeholders, and evaluate the trade-offs and benefits of different air quality control options<sup>5</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Update on air pollution control strategies for coal-fired power plants; AQCS Air Quality Control Systems; NO<sub>x</sub> control for high-ash coal-fired power plants in India; Coal Dust Control

## Question: 205

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

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

**Answer: C**

Explanation:

Agile is a methodology that emphasizes iterative and incremental development, customer collaboration, and responsiveness to change. Agile is suitable for developing a minimum viable product (MVP), which is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development. Agile allows the project sponsor to deliver an MVP quickly and test it with real users, and then adapt the product based on the feedback and changing requirements. Agile also reduces the risk of wasting time and resources on a product that does not meet the customer's needs or expectations<sup>123</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 2: Project Methodologies, p. 55; What is a Minimum Viable Product (MVP)? | Agile Alliance; Minimum Viable Product (MVP): What is it & Why it Matters - Atlassian

## Question: 206

A meeting agenda included the following items:

- . Review the goals of the project.
- . Review the progress of the project.
- . Discuss if the project is ready to move forward.

Which of the following best describes this type of meeting?

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

**Answer: D**

**Explanation:**

A gate review is a type of meeting that evaluates the completion and quality of a project stage and decides whether the project can proceed to the next stage. A gate review is a formal governance step that involves reviewing the goals, progress, risks, deliverables, and benefits of the project, and discussing if the project is still aligned with the business strategy and stakeholder expectations. A gate review can have different outcomes, such as go, kill, hold, recycle, or conditional go, depending on the assessment of the project status and viability<sup>123</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Project Change Management, p. 323; Everything Project Managers Need To Know About Gate Reviews | monday.com Blog; Gate reviews: What to do and why you need them - Rebel's Guide to Project Management; Gates and How to Operate Them - GenSight

### **Question: 207**

A project manager needs to ensure that the products produced during the project meet the highest quality standards and that team members understand the importance of these standards. Which of the following should the project manager do?

- A. Train the team members.
- B. Assess the resource pool.
- C. Develop a QA plan.

D. Create RACI matrix.

**Answer: C**

**Explanation:**

A QA plan, or quality assurance plan, is a document that specifies the quality standards, practices, resources, specifications, and activities for a product, service, project, or contract. A QA plan helps to ensure that the products produced during the project meet the highest quality standards and that the project objectives and customer requirements are met. A QA plan also helps to communicate the quality expectations and responsibilities to the team members and other stakeholders, and to monitor and control the quality performance throughout the project. Developing a QA plan is one of the key tasks of the project manager, as it is part of the project scope management and project quality management processes<sup>123</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Scope Management, p. 97; Chapter 5: Project Quality Management, p. 169; 6 Key Steps to Creating A Quality Assurance Plan - The QA Lead; What is Quality Planning? Quality Control Plans | ASQ; What Is A Quality Assurance Plan? - Sofeast

### **Question: 208**

Which of the following is a typical characteristic of Scrum?

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

**Answer: C**

**Explanation:**

A self-organized team is a typical characteristic of Scrum, which is an agile framework for managing complex projects. A self-organized team is a group of motivated and skilled individuals who have the autonomy and authority to make decisions and collaborate on how to deliver the project goals. A self-organized team does not rely on a manager or a leader to assign tasks, monitor progress, or resolve issues. Instead, a self-organized team uses Scrum events, such as daily stand-ups, sprint planning, sprint review, and sprint retrospective, to coordinate their work, communicate with each

other, and inspect and adapt their process and product<sup>123</sup>. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 2: Project Methodologies, p. 55; Scrum Characteristics - Scrumiversity; What is Scrum? | Scrum.org; Characteristics of a Great Scrum Team | Scrum.org

### Question: 209

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 information<sup>123</sup>. Reference = 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

### Question: 210

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

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

**Answer: D**

**Explanation:**

Project quality assurance is the process of ensuring that the project meets the quality standards and requirements defined by the stakeholders and the organization. It involves planning, implementing, and monitoring quality activities throughout the project life cycle. Project quality assurance is different from project quality control, which is the process of inspecting and testing the project deliverables and outputs to identify and correct defects. Project quality assurance is also different from project transition, which is the process of transferring the project deliverables and outputs to the end users or customers. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project objectives. Project communications is the process of planning, creating, distributing, and managing information among the project stakeholders.

Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Quality Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 8: Quality Management2

**Question: 211**

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 8: Quality Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 8: Quality Management2

## **Question: 212**

A company is implementing a new radar system from July to September. The project manager knows these months are the peak hurricane season for this region. Which of the following should the project manager develop to mitigate the risk to the project?

- A. Data plan
- B. Contingency plan
- C. Rollback plan
- D. Recovery plan

**Answer: B**

**Explanation:**

A contingency plan is a risk mitigation strategy that involves preparing alternative courses of action in case the original plan fails or encounters unexpected problems. A contingency plan can help reduce the impact of negative risks and ensure the project continuity and success. In this case, the project manager should develop a contingency plan to mitigate the risk of hurricanes affecting the implementation of the new radar system. For example, the contingency plan could include backup resources, alternative locations, emergency procedures, and communication channels in case of a hurricane. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management

### Question: 213

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 7: Risk Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 7: Risk Management2

### Question: 214

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management1;

CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management2

### Question: 215

A PM wants to provide a visual representation of how a project is organized into tasks and how the tasks relate to each other. Which of the following can the PM use?

- A. Milestone chart
- B. Gantt chart
- C. PERT chart
- D. WBS

**Answer: B**

**Explanation:**

A gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A gantt chart can help a project manager to plan, monitor, and control the project progress, scope, and quality. A gantt chart is different from a milestone chart, which only shows the key events or deliverables of a project without the details of the tasks. A gantt chart is also different from a PERT chart, which is a network diagram that shows the logical relationships and sequence of tasks in a project. A gantt chart is also different from a WBS, which is a hierarchical breakdown of the project scope into smaller and manageable components. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management<sup>2</sup>; What Is a Gantt Chart? 7 Examples for Project Management<sup>3</sup>; 3 types of visual project management: Timelines, calendars, and boards (with examples)<sup>4</sup>

### **Question: 216**

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

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

**Answer: C**

**Explanation:**

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

### Question: 217

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**

Explanation:

### Question: 218

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

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

## Answer: D

### Explanation:

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

The other options are not examples of physical security breaches, but rather logical or administrative security breaches.

System user IDs being used by multiple individuals is a violation of the principle of least privilege and accountability, which could lead to unauthorized access or misuse of system resources. Printers that do not request user authentication is a lack of proper access control, which could allow unauthorized printing or retrieval of confidential documents.

Developers having full access to both development and production environments is a violation of the principle of separation of duties and environments, which could introduce errors, conflicts, or malicious code into the production system. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management1;

CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management2; Types of Security Breaches: Physical and Digital3

### Question: 219

A PM needs to calculate the progress of the whole project scope for a presentation to the sponsor.

Which of the following is the first document the PM should update?

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

**Answer: B**

**Explanation:**

A gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A gantt chart can help a project manager to calculate the progress of the whole project scope by comparing the planned and actual start and finish dates of each task, as well as the percentage of completion and the critical path. A gantt chart is also a useful tool for communicating the project status and performance to the sponsor and other stakeholders. Therefore, the first document that the project manager should update to calculate the progress of the whole project scope is the gantt chart. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management<sup>2</sup>; What Is a Gantt Chart? 7 Examples for Project Management<sup>3</sup>

**Question: 220**

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 11: Team Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 11: Team Management<sup>2</sup>; The 5 Stages of Team Development (Including Examples)<sup>3</sup>

### Question: 221

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. Reference = 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

## Question: 222

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. Reference = 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

### Question: 223

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

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

### Answer: A

#### Explanation:

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

### Question: 224

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

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

**Answer: C**

**Explanation:**

The project manager and contractor should review the vendor rules of engagement, which are the guidelines and expectations for the communication and interaction between the project team and the contractor. The vendor rules of engagement can help to prevent or resolve communication conflicts by clarifying the roles and responsibilities, the frequency and mode of communication, the escalation process, the feedback mechanism, and the performance evaluation criteria of the

contractor. The vendor rules of engagement are usually part of the contract or the procurement management plan.

The vendor rules of engagement are different from the scope of work, which is the document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the contractor. The vendor rules of engagement are also different from the request for proposal, which is the document that solicits proposals from potential contractors by specifying the project requirements, evaluation criteria, and contract terms. The vendor rules of engagement are also different from the project schedule, which is the tool that displays the planned start and finish dates, durations, dependencies, and resources of the project activities and tasks. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management<sup>2</sup>; Vendor Rules of Engagement<sup>3</sup>

**Question: 225**

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. Reference = 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

### Question: 226

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management<sup>2</sup>; The 3 Scrum Roles and Responsibilities Explained<sup>3</sup>;

Implementation of Scrum - 7 Steps for an Effective Process<sup>4</sup>

## Question: 227

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. Reference = CompTIA Project+ Study Guide: Exam PKO-005, 3rd Edition, Chapter 9: Security Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management2; What is Operational Security (OPSEC)?3

## Question: 228

A project team needs a tool to store information that is captured throughout the life cycle of a project. The information should be stored in a centralized location that is easily accessible to all stakeholders and will provide search functionality.

Which of the following tools should be used?

- A. Secure folder
- B. Real-time, multiauthoring editing software
- C. Digital whiteboard
- D. Wiki knowledge base

**Answer: D**

**Explanation:**

A wiki knowledge base is a tool that allows the project team to store, organize, and share information that is captured throughout the life cycle of a project. A wiki knowledge base is stored in a centralized location that is easily accessible to all stakeholders via a web browser. A wiki knowledge base also provides search functionality that enables the users to find the information they need quickly and easily. A wiki knowledge base can help the project team to document the project requirements, scope, schedule, budget, quality, risks, issues, lessons learned, and best practices.

A wiki knowledge base is different from a secure folder, which is a tool that protects the files and folders from unauthorized access or modification. A secure folder may not be easily accessible to all stakeholders, and may not provide search functionality or collaboration features. A wiki knowledge base is also different from a real-time, multiauthoring editing software, which is a tool that allows the project team to create and edit documents simultaneously and synchronously. A real-time, multiauthoring editing software may not be suitable for storing large amounts of information, and may not provide the same level of organization and structure as a wiki knowledge base. A

wiki knowledge base is also different from a digital whiteboard, which is a tool that allows the project team to brainstorm, visualize, and communicate ideas. A digital whiteboard is not designed for storing information, and may not provide the same level of search functionality or security as a wiki knowledge base. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Communications Management1; CompTIA Project+ Certification Study Guide, 3rd Edition,

### Question: 229

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. Reference = 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

### Question: 230

Which of the following activities are important parts of the closing phase? (Select two).

- A. Releasing resources
- B. Locking risks

- C. Updating stakeholder register
- D. Closing contracts
- E. Completing the work breakdown structure
- F. Negotiating the next project

**Answer: A,B**

Explanation:

These are two of the key activities in the closing phase, as they involve finalizing the use of resources and resolving any remaining risks that may affect the project performance or quality. Reference = CompTIA Project+ Study Guide1, Chapter 12: Closing Phase Activities

### **Question: 231**

An existing application that is highly utilized by clients is moving to a new release. Which of the following environments contains this application?

- A. Development
- B. Production
- C. Testing
- D. QA

**Answer: B**

Explanation:

This is where an existing application that is highly utilized by clients is moving to a new release, as it

involves deploying and operating it in a live environment. Reference = CompTIA Project+ Study Guide1, Chapter 4: Project Environments

### Question: 232

A business analyst has gathered information directly from the client and is currently working with the project manager to identify what to include in the document in order to finish it. Which of the following processes should the project manager do next?

- A. Validate the scope.
- B. Create the work breakdown structure.
- C. Define the scope.
- D. Collect the requirements.

**Answer: D**

#### Explanation:

This is the process of gathering information directly from the client and other stakeholders to define what needs to be done in order to deliver the project outcomes. Reference = CompTIA Project+ Study Guide1, Chapter 9: Scope Management

According to the CompTIA Project+ Study Guide1, scope management is the process of defining, validating, and controlling the project scope throughout the project life cycle. Scope management involves identifying and documenting the project requirements, creating a work breakdown structure (WBS), and managing changes to the scope.

### Question: 233

A project manager is in the process of evaluating the probability and impact of a risk by assigning numbers such as a monetary value. Which of the following is the project manager using?

- A. Monte Carlo simulation

- B. Root cause analysis
- C. Quantitative risk analysis
- D. Risk response analysis

**Answer: C**

**Explanation:**

Quantitative risk analysis involves numerically analyzing the effect of identified risks on overall project objectives. It often includes assigning monetary values to risks to understand their impact in financial terms, helping in prioritizing risks based on their potential cost or impact on the project. This contrasts with qualitative risk analysis, which assesses risks based on their probability and impact but does not assign numerical values.

Reference: CompTIA Project+ Study Guide, specifically the sections covering risk management processes and techniques.

### **Question: 234**

A global shipping slowdown is causing critical raw materials needed for manufacturing to be delivered late. As a result, a project's production run will be delayed from the beginning.

Which of the following dependencies is most likely happening?

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

**Answer: A**

**Explanation:**

A Finish-to-Start dependency implies that a subsequent activity cannot start until a previous one finishes. In this scenario, the manufacturing process (subsequent activity) cannot begin until the critical raw materials (previous activity) have been delivered. This type of dependency is the most common in project schedules and is likely being affected by the

global shipping slowdown, causing delays in the start of the project's production run.

Reference: CompTIA Project+ Study Guide, especially the chapters on project scheduling and dependency types.

### Question: 235

A demo presentation for a global project was not as successful as expected because the development team misinterpreted which features needed to be incorporated. Which of the following has the project manager identified?

- A. Technological factors
- B. Poor sample data
- C. Language barriers
- D. Scope creep

### Answer: C

Explanation:

Language barriers can lead to misunderstandings within a global project team, causing misinterpretations of project requirements or features. In this case, the development team misinterpreted which features needed to be incorporated into the demo presentation due to communication issues, likely stemming from language differences. This highlights the importance of clear communication and understanding in a diverse project team.

Reference: CompTIA Project+ Study Guide, focusing on sections related to communication management and international project challenges.

### Question: 236

A project manager distributes minutes after each project meeting. However, the project manager is having difficulties hosting the meetings and documenting the discussions simultaneously. Which of the following should the project manager do in order to be most efficient?

- A. Assign a scribe to take notes.

- B. Record the meeting and transcribe the notes later.
- C. Instruct each team member to take notes.
- D. Get a facilitator for the meetings.

**Answer: A**

**Explanation:**

Assigning a scribe allows the project manager to focus on hosting and facilitating the meeting effectively without being distracted by note-taking. This approach is consistent with best practices in meeting management and aligns with CompTIA Project+ guidelines, which emphasize the importance of efficient meeting roles and responsibilities.

### **Question: 237**

A project manager wants to be confident that the most crucial functions of a new software build work and that the software is ready for the next testing phase. Which of the following types of testing should be done?

- A. Performance
- B. Smoke
- C. Regression
- D. Unit

**Answer: B**

**Explanation:**

Smoke testing is a preliminary test to check whether the most essential functions of the software work correctly. It is often the first step in the testing phase and helps confirm that the build is stable

enough for further testing. This aligns with CompTIA Project+ practices for software testing phases.

### **Question: 238**

As a result of lessons learned, a project manager convenes a meeting to understand the poor quality of the project documentation. During the meeting, project team members provide insights from their perspectives and discussions with group members. Which of the following is the project team doing?

- A. Executing the approved contingency plan
- B. Constructing an Ishikawa diagram to determine the root cause
- C. Using a Pareto chart to prioritize the different causes
- D. Engaging the senior management team in regard to the issue

**Answer: B**

**Explanation:**

An Ishikawa diagram, also known as a fishbone diagram, is a tool used to identify and analyze the root causes of a particular problem. CompTIA Project+ references this tool as essential for quality management and problem-solving.

### **Question: 239**

A project manager is beginning a new project that will include a high number of complex deliverables. Which of the following is the best to use to track deliverables that are yet to be completed?

- A. Resource management system
- B. Issue log
- C. Ticketing system
- D. Backlog

**Answer: D**

**Explanation:**

A backlog is commonly used in agile project management to list deliverables and tasks that have not yet been completed. It allows the project manager to prioritize and organize the workload, especially for complex projects. This aligns with agile principles as outlined in CompTIA Project+.

### **Question: 240**

A project team member recalls a specific chat with another member that contained key information related to a previous project, which no one else on the project team is aware of. Which of the following best describes what was needed to address this concern?

A. Integrity

B. Security

C. Archival

D. Lessons learned

**Answer: C**

**Explanation:**

Archival involves preserving project records and communications so that they are accessible for future reference. This helps ensure important information is not lost over time, consistent with best practices in project documentation as per CompTIA Project+.

**Question: 241**

During timeline creation, the project manager is unsure if the development team can complete coding before new servers are installed in the IT department. Which of the following should the project manager do to increase project certainty?

A. Hold a new backlog prioritization meeting.

B. Add milestones to check the project's progress.

C. Adjust the task relationship to complete coding in advance.

D. Apply contingency buffers to the critical path.

**Answer: D**

**Explanation:**

Adding contingency buffers to the critical path is a method to account for potential delays, increasing project certainty. This technique is part of risk management and schedule management, as recommended by CompTIA Project+.

**Question: 242**

During the initiation phase, a stakeholder and the project manager discuss the business reasons and benefits of the project. The stakeholder requests these items be documented for approval. Which of the following should be used to document this information?

- A. Statement of work
- B. Business case
- C. Requirements document
- D. Work breakdown structure

**Answer: B**

**Explanation:**

A business case documents the rationale and expected benefits of a project. This document is essential for project approval and aligns with CompTIA Project+ guidance on project initiation and planning.

### **Question: 243**

Which of the following would be the most helpful in providing customers with an application accessible via a web browser?

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

**Answer: B**

**Explanation:**

SaaS (Software as a Service) provides customers with access to applications over the internet, typically through a web browser. This cloud model allows users to access software without managing the underlying infrastructure. This aligns with CompTIA Project+ guidance on cloud service models for project delivery.

### **Question: 244**

A car manufacturer is presenting to three vendors the abilities and qualifications required to develop the last module of a data warehouse application. The manufacturer is emphasizing the technical skills necessary to complete the project on time and highlighting its current internal IT project. Which of the following best describes this activity?

- A. Key stakeholder identification

B. Preliminary procurement

C. Solution design determination

D. Critical factor enlistment

**Answer: B**

**Explanation:**

Preliminary procurement involves identifying and evaluating potential vendors based on their qualifications and capabilities. This step is essential for project procurement and aligns with CompTIA Project+ best practices for vendor selection.

**Question: 245**

A client made a change request. Implementing the change will cause a delay in the project and a budget overrun.

Which of the following should the project manager do first?

A. Update the WBS.

B. Escalate to the CCB.

- C. Accept the change.
- D. Implement the change.

**Answer: B**

**Explanation:**

Escalating to the Change Control Board (CCB) is necessary when a change request impacts the project's timeline or budget. The CCB reviews and approves changes, ensuring that they align with project objectives. CompTIA Project+ highlights the role of the CCB in change management processes.

### **Question: 246**

During the execution phase of a project, team members have been constantly disagreeing about the tasks they have been assigned. Which of the following is most likely the reason they are disagreeing?

- A. Some work packages are missing from the WBS.
- B. Information is missing from the RACI matrix.
- C. New knowledge bases were introduced.
- D. Team touch points are missing.

**Answer: B**

**Explanation:**

A RACI matrix clarifies roles and responsibilities for tasks, reducing confusion and disagreements among team members. Missing or incomplete information in the RACI matrix could lead to disputes, as it is a key tool for accountability in project management per CompTIA Project+.

### **Question: 247**

A team currently has a schedule for each sprint that changes after every iteration. The team wants to set up a repeatable schedule that would create a consistent flow of tasks and deliverables after each iteration. Which of the following should be established to best meet this goal?

- A. Task log

- B. Cadence
- C. Milestones
- D. Work breakdown structure

**Answer: B**

**Explanation:**

Establishing a cadence means setting a consistent schedule for iterations, enhancing predictability and efficiency in agile environments. This aligns with CompTIA Project+ recommendations for establishing a rhythm in project cycles.

### **Question: 248**

Which of the following statements best represents a network issue?

- A. The development team on the fourth floor is unable to access servers and email services.
- B. Cell phones served by a specific telecom company are getting a "no service" message.
- C. A user cannot connect to Wi-Fi because of a wrong ID or password.
- D. A user is receiving an automatic reply message saying that an email address does not exist.

**Answer: A**

**Explanation:**

Network issues often prevent users from accessing essential resources like servers and email services. The development team's inability to access these services suggests a network issue, consistent with CompTIA Project+ knowledge of IT infrastructure management.

### **Question: 249**

A project manager is starting a new project for an international supplier. Which of the following is the first step the project manager should take to initiate the project?

- A. Identify project risks and plans to address them.
- B. Identify business needs and product descriptions.

- C. Create a work breakdown structure for the project.
- D. Create a work schedule for the project team to follow.

**Answer: B**

**Explanation:**

Identifying business needs and product descriptions is a crucial first step in project initiation, as it defines the project's purpose and scope. This step is in line with CompTIA Project+ practices for understanding and documenting project requirements.

### **Question: 250**

A project manager just found out that the equipment vendor selected for a project is bankrupt. The process of selecting a new vendor and signing a contract will significantly delay the project schedule. Which of the following should the project manager do first?

- A. Consult with the legal department.
- B. Update the issue log.
- C. Start a new RFP immediately.
- D. Perform a PERT analysis.

**Answer: B**

**Explanation:**

Updating the issue log is the first step in documenting the problem and determining its impact on the project. This aligns with CompTIA Project+ guidelines, which emphasize the importance of tracking issues as they arise.

### **Question: 251**

During the progress of a project, the stakeholders require the delivery of multiple milestones with proper presentation of functionalities. Which of the following is the best methodology to use?

- A. Waterfall

B. SDLC

C. XP

D. Scrum

**Answer: D**

**Explanation:**

Scrum is an agile methodology well-suited for projects that require frequent milestone deliveries and functionality demonstrations. It emphasizes iterative development, with regular presentations to stakeholders, which aligns with CompTIA Project+ principles for agile project management.

**Question: 252**

A fix that was not submitted to the CCB for approval was applied to an application. Although the change did not have negative consequences, the sponsors expressed concern to the project manager. Which of the following should the project manager do first to prevent this situation from reoccurring?

A. Meet with the team and highlight the importance of change management.

B. Roll back the process and submit a change request.

C. Document the event as a lesson learned.

D. Remove the team member who bypassed the CCB process.

**Answer: A**

**Explanation:**

Meeting with the team to emphasize the importance of following change management procedures is the best approach to prevent future unauthorized changes. CompTIA Project+ highlights the importance of adhering to formal change control processes to ensure project alignment and accountability.

**Question: 253**

A new project has been assigned to a project manager. In order to move forward with the project charter, which of the

following should the project manager work with to define the success criteria for the initiative?

- A. Lead architect
- B. Project sponsor
- C. Program manager
- D. Scrum master

**Answer: B**

**Explanation:**

The project sponsor typically defines the success criteria and overall goals of the project. This alignment ensures the project meets organizational objectives, as outlined in CompTIA Project+ guidance on roles and responsibilities.

**Question: 254**

A project manager has received different functional requests from three individual stakeholders. The project manager is able to have all parties concede somewhat in order to find a reasonable solution. Which of the following outcomes would most likely occur?

- A. Too much time might be spent generating project delays.
- B. The project manager might be seen as weak.
- C. The number of change requests throughout the project might be reduced.
- D. Some stakeholders might not be completely satisfied.

**Answer: D**

**Explanation:**

When a project manager achieves a compromise, it often means that stakeholders may not be entirely satisfied with the outcome. However, compromise is sometimes necessary to balance differing needs, consistent with CompTIA Project+ principles on stakeholder management and negotiation.

**Question: 255**

A system is scheduled to go live, and the client signed an SLA. Which of the following elements is part of the agreement?

- A. Resolution time
- B. Issue list
- C. Work breakdown structure
- D. Cost optimization

**Answer: A**

**Explanation:**

Resolution time is a standard component of a Service Level Agreement (SLA), defining the maximum time for addressing issues. SLAs are essential for managing client expectations and service performance, in line with CompTIA Project+ concepts of contract management.

### **Question: 256**

Which of the following is the most important activity for the project manager during the closure of a project?

- A. Obtain project sign-off.
- B. Capture lessons learned.
- C. Document historical information.
- D. Release resources.

**Answer: A**

**Explanation:**

Obtaining project sign-off is crucial in the closure phase, as it signifies formal acceptance of the project deliverables by the stakeholders. According to CompTIA Project+, project sign-off is a key milestone in officially closing the project.

### **Question: 257**

Which of the following best describes a benefit of the CI/CD process?

- A. Software delivery is sped up without compromising quality.
- B. Incremental changes are done at the end of the project.

C. The software is integrated with other projects easily.

D. Updates are released every sprint.

**Answer: A**

**Explanation:**

Continuous Integration and Continuous Delivery (CI/CD) aim to accelerate software delivery while maintaining high quality through frequent automated testing and deployment. This practice is endorsed by CompTIA Project+ as part of modern project methodologies for improving efficiency and quality.

**Question: 258**

During the execution of a project, a project manager wanted to discover how the number of worked hours was affecting the quality of given tasks. For a two-month period, the following data was documented:

Average worked hours

Which of the following describes the result?

A. A negative correlation exists between the number of mistakes and the working hours.

B. No correlation exists between the number of mistakes and the working hours.

C. A low correlation exists between the working hours and the number of mistakes.

D. A positive correlation exists between the number of mistakes and the working hours.

**Answer: D**

**Explanation:**

A positive correlation means that as the number of worked hours increases, so does the number of mistakes. According to CompTIA Project+, understanding such correlations is crucial for effective resource and quality management.

**Question: 259**

A principle states 80% of the issues are the result of 20% of the causes. Which of the following types of diagrams is based on this principle?

A. Pareto

B. Scatter

C. Network

D. Fishbone

**Answer: A**

**Explanation:**

The Pareto Principle, or the 80/20 rule, is often represented by a Pareto chart, which is used to prioritize issues by showing the most significant factors. CompTIA Project+ recommends Pareto analysis as a valuable tool for quality control and decision-making.

**Question: 260**

Which of the following should a project manager consult when deciding how to send updates regarding deliverables?

A. Dashboard

- B. Status report
- C. Meeting minutes
- D. Communication plan

**Answer: D**

**Explanation:**

A communication plan details the communication requirements, including methods, frequency, and stakeholders for each type of update. According to CompTIA Project+, this plan is essential for ensuring effective and organized communication throughout the project.

**Question: 261**

Which of the following cloud models can be used to speed up the development of a service that integrates with the operating system and accelerates the delivery of a software project?

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

**Answer: D**

**Explanation:**

PaaS (Platform as a Service) provides a platform allowing developers to build and deploy applications quickly. It offers development tools and integrations with the operating system, which speeds up development and delivery. This model is highlighted in CompTIA Project+ as ideal for software development environments.

**Question: 262**

A project sponsor requires a system that is capable of providing integrated management of all the business's core functions. Which of the following systems is the project sponsor describing?

- A. CMS
- B. CRM
- C. EDRMS
- D. ERP

**Answer: D**

**Explanation:**

ERP (Enterprise Resource Planning) systems are designed to integrate and manage all core functions of a business, such as finance, HR, and supply chain management. This aligns with CompTIA Project+ guidelines on selecting appropriate systems for organizational needs.

### **Question: 263**

Which of the following contract types would be most beneficial to both parties in cases in which the scope of the project has a large number of unknowns?

- A. Variable costs
- B. Fixed costs
- C. Front-loaded
- D. Time and materials

**Answer: D**

**Explanation:**

Time and materials contracts are flexible and beneficial when the project scope has many unknowns. They allow costs to be adjusted based on actual time and resources used, which is consistent with CompTIA Project+ recommendations for projects with uncertain requirements.

### **Question: 264**

A project manager is using an agile methodology to lead the implementation of several features that

should be developed concurrently. Which of the following items should the project manager view as a concern?

- A. Each feature will have a different owner.
- B. The majority of the team can only meet on a weekly basis.
- C. The stakeholders have provided a specific deadline to meet.
- D. Each feature has a specific budget allocation.

**Answer: C**

**Explanation:**

Agile methodologies emphasize flexibility and iterative progress, so strict deadlines can be a concern. They may limit the team's ability to adapt and respond to change, as emphasized by CompTIA Project+ in agile project management principles.

### **Question: 265**

A project manager provided details regarding the completion of the following tasks:

- Vendor selection took less time than planned.
- Equipment procurement took less time than estimated.

Equipment installation went according to schedule.

Which of the following should the project manager update?

- A. Change log
- B. Project Gantt
- C. Issue log
- D. Requirements traceability matrix

**Answer: B**

**Explanation:**

The Project Gantt chart is a scheduling tool used to track task progress and timelines. When tasks are completed ahead of schedule, updating the Gantt chart ensures accurate tracking. This aligns with CompTIA Project+ recommendations on project scheduling and monitoring.

### Question: 266

A lessons-learned meeting took more than two hours and ended without defining a standardized process. The project manager decides to move forward without allowing changes to the existing process. Which of the following techniques is the project manager using?

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

### Answer: A

Explanation:

Forcing is a conflict resolution technique where the project manager makes a decision unilaterally, without seeking consensus. According to CompTIA Project+, forcing may be used when time is critical, and decisions need to be made promptly.

### Question: 267

A project team wants to compare two potential vendors' costs and risks for completing project tasks.

Which of the following visualizations will best facilitate this analysis?

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

### Answer: B

Explanation:

A decision tree helps in evaluating various choices and their potential outcomes, making it suitable for comparing vendors based on costs and risks. This aligns with CompTIA Project+ methodologies for decision-making tools and analysis.

### Question: 268

Hackers are attempting to extract large amounts of data to sell on the dark web. Which of the following steps should a project manager take next to mitigate this risk?

- A. Update the issue log.
- B. Apply the contingency plan.
- C. Transfer the risk.
- D. Submit a change request.

**Answer: B**

Explanation:

Applying the contingency plan is the immediate response to mitigate a security risk. CompTIA Project+ emphasizes the importance of having pre-established contingency plans to handle potential risks promptly and effectively.

### Question: 269

A procurement team analyzes solutions submitted from multiple vendors for the upcoming release of a required development service. The procurement team identifies a potential partnership. Which of the following would the procurement team most likely request?

- A. Quote
- B. Information
- C. Proposal
- D. Bid

**Answer: C**

Explanation:

A proposal is a detailed document submitted by vendors outlining how they will meet project requirements. It helps in assessing vendor solutions and suitability, consistent with CompTIA Project+ procurement and vendor management practices.

### Question: 270

Which of the following activities would force a team to remove a new package and leave the previous one during a smoke test?

- A. Rollback plan
- B. Downtime stage
- C. Maintenance window
- D. Validation checks

**Answer: A**

Explanation:

A rollback plan is used when an issue is identified during testing or implementation. It allows the team to revert to the previous state, removing the new package. This aligns with CompTIA Project+ guidance on implementing fallback strategies for risk management.

### Question: 271

When assigning access, classifying information based on sensitivity is referred to as:

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

**Answer: C**

Explanation:

Data security involves classifying information based on sensitivity and ensuring that it is protected accordingly. This approach is key in project management to protect sensitive data, as emphasized by CompTIA Project+.

### Question: 272

Project team members are leaving the company due to a stressful work environment. The project manager needs to capture this concern about potentially losing team members again. Which of the following logs should the project

manager use?

- A. Risk
- B. Change
- C. Defect
- D. Issue

**Answer: A**

Explanation:

A risk log or risk register is used to document potential risks to the project, including the loss of team members due to high stress. CompTIA Project+ recommends this log as a tool for identifying and managing risks throughout the project lifecycle.

### **Question: 273**

A project manager is meeting with business stakeholders to define the time frame for a go-live to occur without impacting business operations. Which of the following is the project manager working on?

- A. Validation check
- B. Downtime window schedule
- C. Customer notifications
- D. Risk analysis

**Answer: B**

Explanation:

A downtime window schedule specifies a timeframe during which systems can be taken offline or changed without affecting business operations. CompTIA Project+ includes this as part of deployment planning to ensure minimal disruption to stakeholders.

**Question: 274**

Project A is running behind schedule. The team realizes that Project B is working on an API that was planned to be developed by Project A. The project manager from Project A decides to use the API from Project B. Which of the following risk management strategies describes this example?

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

**Answer: B**

**Explanation:**

Sharing a resource like an API between projects to leverage each project's strengths and reduce duplicated efforts is a risk-sharing strategy. CompTIA Project+ outlines risk-sharing as a way to capitalize on opportunities or mitigate project constraints.

**Question: 275**

Which of the following is a characteristic that defines a project?

- A. Will produce a profit
- B. Uses outside resources

C. Requires a well-defined scope

D. Has a defined start and finish

**Answer: D**

**Explanation:**

A project is defined by its temporary nature, having both a specific start and end date. This aligns with CompTIA Project+ and general project management definitions, which emphasize a project's unique and finite duration.

### **Question: 276**

A project manager is currently meeting with a vendor who completed the project work. All invoices associated with the project have been paid. Which of the following best describes the project manager's objective for the vendor meeting?

A. Reassigning resources

B. Removing access

C. Closing contracts

D. Evaluating the project

**Answer: C**

**Explanation:**

Closing contracts involves finalizing any remaining contractual obligations and formally closing out the relationship with the vendor. CompTIA Project+ emphasizes this as part of the project closure phase to ensure all legal and financial aspects are complete.

### **Question: 277**

A vendor manager communicates to the project manager that a shipment of new devices required for the completion of a project is delayed. The supplier is planning to deliver the devices two months after the agreed-upon date. Which of the following should the project manager do first?

- A. Hold the project until the devices are delivered.
- B. Evaluate the impact to baselines.
- C. Request another supplier to ship devices.
- D. Update the project timeline with a new project end date.

**Answer: B**

**Explanation:**

Evaluating the impact to baselines (such as schedule and budget) helps determine the delay's effect on the project. This aligns with CompTIA Project+ guidance on project control, which emphasizes **analyzing impacts before taking corrective actions**.

### **Question: 278**

During the project initiation phase, a project manager needs to construct a project schedule and show the project dependencies. Which of the following should the project manager use for this task?

- A. Waterfall method
- B. Simulation method
- C. Precedence diagramming method
- D. Cost ratio analysis

**Answer: C**

**Explanation:**

The Precedence Diagramming Method (PDM) is used to visually represent tasks, dependencies, and sequencing in a project schedule. This technique is consistent with CompTIA Project+ guidelines for **planning and managing project timelines**.

### **Question: 279**

A PM is working to establish accepted communication channels and to define access requirements.

In which of the following phases is the project?

- A. Discovery
- B. Execution
- C. Initiating
- D. Planning

**Answer: D**

Explanation:

Defining communication channels and access requirements typically occurs in the planning phase, where detailed plans for project management are established. This aligns with CompTIA Project+ standards for comprehensive project planning.

### Question: 280

A project manager decided to host the development environment on a cloud service. Which of the following would the project manager most likely use for this purpose?

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

**Answer: A**

Explanation:

IaaS (Infrastructure as a Service) provides virtualized computing resources, such as storage and servers, necessary for hosting a development environment. According to CompTIA Project+, IaaS is ideal for environments requiring infrastructure control without hardware management.

### Question: 281

Which of the following statements best describes zero-based budgeting?

- A. Start with the budget from the last project and add any new expenses.
- B. Start with allocating expenses based on the importance of the project.
- C. Start the project with a fixed amount decided by the management team.
- D. Start with no financial plan and justify each new expense.

**Answer: D**

Explanation:

Zero-based budgeting involves starting from a “zero base” and justifying each expense without reference to previous budgets. This budgeting method promotes financial discipline and aligns with CompTIA Project+ guidelines on budget control and justification.

### Question: 282

Which of the following is a quantitative key performance indicator?

- A. The project sponsor ranked the graphics of an application as four out of five.
- B. The project implements the application in ten different geographical regions.
- C. The workers complete tasks on average 25% faster using a new application.
- D. The use of a multimedia interface appeals more to users under the age of 21.

**Answer: C**

Explanation:

Quantitative KPIs are measurable and based on numerical data. The statement about task completion time being 25% faster is quantitative, as it involves specific data that can be measured and tracked, as recommended by CompTIA Project+ for project performance evaluation.

### Question: 283

Which of the following activities should a project manager perform during the closing phase? (Select three).

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

**Answer: A,C,G**

Explanation:

During the closing phase, a project manager should conduct lessons learned sessions, release resources, and remove access. These actions align with CompTIA Project+ standards for project closure, focusing on finalizing project deliverables, releasing resources, and documenting insights.

### Question: 284

Which of the following artifacts should project team members use if they want to identify who to communicate with and at what level?

- A. Concept of operations
- B. WBS
- C. Integrated master schedule
- D. RACI

**Answer: D**

Explanation:

A RACI (Responsible, Accountable, Consulted, Informed) matrix clarifies roles and responsibilities,

indicating who needs to be communicated with at various levels. CompTIA Project+ highlights RACI as a critical tool for effective project communication and accountability.

**Question: 285**

During a brainstorming session, a team member expressed concerns that solar flares could cause intermittent outages for those individuals working on the project. Which of the following would be the best tool to communicate this information to stakeholders?

- A. Status report
- B. Issue log
- C. Risk report
- D. Risk register

**Answer: D**

**Explanation:**

A risk register is used to document potential risks, including causes and impacts. This tool is essential for tracking and communicating project risks to stakeholders, as recommended by CompTIA Project+ for risk management.

**Question: 286**

Which of the following would most likely take place when a team reviews the backlog and presents the status of each task?

- A. Sprint retrospective
- B. Sprint review
- C. Sprint planning
- D. Daily Scrum

**Answer: B**

**Explanation:**

A Sprint Review involves reviewing the completed backlog items and presenting the work to stakeholders. This aligns

with CompTIA Project+ agile practices, where a Sprint Review focuses on completed tasks and feedback.

### Question: 287

During the testing process, testers have found multiple bugs that could jeopardize the project commitment date Which of the following tools should the project manager use first to update the findings?

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

**Answer: A**

Explanation:

### Question: 288

A company wants to move its data from on premises to off premises. Which of the following cloud models should be pursued?

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

**Answer: D**

Explanation:

### Question: 289

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

- A. Waterfall is composed of smaller teams working together
- B. Waterfall reinforces customer collaboration

- C. In waterfall, solution validation occurs later in the development cycle.
- D. In waterfall, working software is more of a focus than comprehensive documentation.
- E. Waterfall is less tolerant to changes in scope.
- F. Waterfall is made up of sprints

**Answer: C,E**

Explanation:

**Question: 290**

Which of the following concepts represents multiple resources interfaced to run reports?

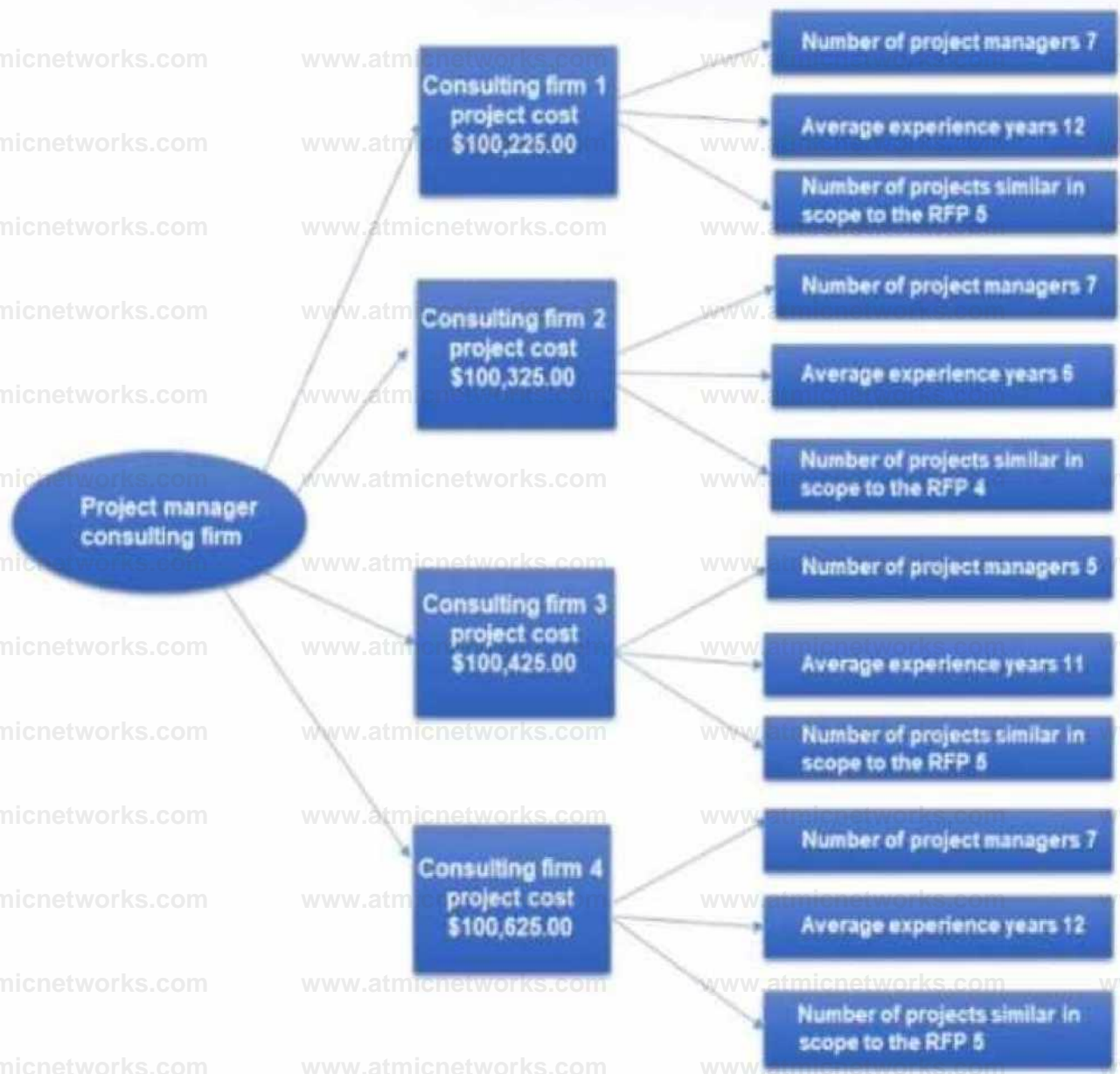
- A. Code repository
- B. Data warehouse
- C. Storage server
- D. File-sharing system

**Answer: B**

Explanation:

**Question: 291**

A company is starting a new implementation project The stakeholders are reviewing RFP responses to help make a decision about which project management consulting firm to hire. Given the following information:



Which of the following is the best consulting firm for the company to hire?

- A. Consulting firm 1
- B. Consulting firm 2
- C. Consulting firm 3
- D. Consulting firm 4

**Answer:**

**A**

**Explanation:**

### Question: 292

A product manager is producing a project status report for key stakeholders. Which of the following should most likely be included? (Select two).

- A. Feedback
- B. Financial summary
- C. Project schedule
- D. Organizational chart
- E. Approval
- F. Risks

**Answer: B,C**

Explanation:

### Question: 293

A project scheduler updates the project status with the following information: SPI = 1.25 and CPI = 0.85. Which of the following can the project manager infer about the current project status?

- A. The project is ahead of schedule and under budget.
- B. The project is behind schedule and over budget.
- C. The project is ahead of schedule and over budget.
- D. The project is behind schedule and under budget.

**Answer: C**

Explanation:

### Question: 294

Which of the following is most likely to allow interactive feedback from a project team?

- A. Text message
- B. Chat

C. Email

D. Videoconference

**Answer: D**

Explanation:

**Question: 295**

As part of a global project, the project manager wants to ensure there is no disruption in the day-to-day performance among project team members around the world. Which of the following should the project manager consider doing as part of the project planning?

A. Monitoring the project team

B. Creating a handoff process

C. Colocating the project team

D. Creating a separate statement of work

**Answer: B**

Explanation:

**Question: 296**

A project is about to start; however, the client is uncertain about the desired details for the final product. Which of the following methodologies should the project manager use?

A. Agile

B. SDLC

C. Waterfall

D. PRINCE2

**Answer: A**

Explanation:

### Question: 297

Several stakeholders have asked about how the requirements are being covered by the deliverables and the progress of each requirement. Which of the following would be the best tool the project manager can use to provide this information to the stakeholders?

- A. Risk register
- B. Change log
- C. Traceability matrix
- D. Project status report

**Answer: C**

Explanation:

### Question: 298

Functional managers are reluctant to provide a project manager with resources for a project because they think the project should include a certain scope. The project manager reviews the project documentation and confirms the items the functional managers wanted to include were out of scope. Which of the following would be the best course of action for the project manager to take?

- A. Satisfy the functional managers by agreeing with their point of view in order to get the necessary resources.
- B. Advise the functional managers to submit a change request, record the issue in the issue log, and escalate the issue to the project sponsor.
- C. Schedule a team meeting to discuss creative ways to incorporate the scope without having to formally submit a scope change request.
- D. Inform the functional managers that the project will produce only what has been approved and project modifications cannot be made at this point.

**Answer: B**

Explanation:

### Question: 299

Project members are based in three countries and each work remotely. Which of the following would a project manager use to improve internal project communication?

- A. Progress reporting
- B. Meeting minutes
- C. Team touch points
- D. Change management

**Answer: C**

Explanation:

**Question: 300**

A stakeholder called a project manager on the telephone to ask for a status report. Which of the following describe this type of communication? (Select two).

- A. Formal
- B. Internal
- C. Informal
- D. Verbal
- E. Indirect
- F. External

**Answer: C,D**

Explanation:

**Question: 301**

A project team has implemented a new system and needs to ensure it is usable. Which of the following should be performed first?

- A. Provide end-user training.
- B. Decommission old systems.
- C. Release external consultants.
- D. Monitor performance.

**Answer: D**

Explanation:

**Question: 302**

A quality assurance team is based in three different locations To validate the project deliverables, a project manager sent the hardware for testing purposes to the team in each of the locations. Two teams confirmed the hardware arrived, but one group did not receive it because of local customs Which of the following ESG factors is the project team facing?

- A. Awareness of the company vision, mission statement, and values
- B. Impact of the project on the company's brand value
- C. Awareness of applicable regulations and standards
- D. Impact of the project on the local and global environments

**Answer: C**

Explanation:

**Question: 303**

A sponsor is working on a document that states the objectives and success criteria of the project, as well as the person to be appointed as project manager Which of the following should the newly appointed project manager do next?

- A. Conduct a risk assessment.
- B. Create a project scope document
- C. Identify stakeholders
- D. Perform a lessons learned.

**Answer: C**

Explanation:

**Question: 304**

Which of the following is the best alternative to allow multiple users to edit a project plan in real time?

- A. Send the file through email as an attachment
- B. Share access to the file on a wiki knowledge base.

- C. Access the file through an online application.
- D. Schedule an in-person meeting to review the plan

**Answer: C**

Explanation:

### Question: 305

A project manager wants to maximize the cost savings on software expenditures for a project. Currently, the project manager does not know how many users will acquire the product. Which of the following procurement methods should the project manager pursue?

- A. Build
- B. Subscription
- C. Lease
- D. Buy

**Answer: B**

Explanation:

### Question: 306

A project manager learns that a handful of resources from the project were pulled off the project to work on a higher priority project. The project manager had previously captured this information based on indicators of this potential change. Which of the following is the sequence of these events?

- A. Issue, issue

B. Issue, risk

C. Risk, issue

D. Risk, risk

**Answer: C**

Explanation:

**Question: 307**

A new project manager was assigned to a project during the execution phase. The project manager discovers a lot of potential areas that may prevent the project from completing deliverables Which of the following should the project manager do first?

A. Review the project risk register.

B. Update the defect tracker.

C. Meet with stakeholders to discuss concerns.

D. Add the potential blockers to the issues list.

**Answer: A**

Explanation:

**Question: 308**

During the planning phase, a team agreed on the tasks, durations, predecessors, and resources needed to complete a project. Which of the following should be developed to formalize this agreement?

A. Baseline

B. RBS

C. WBS

D. Milestones

**Answer: A**

Explanation:

**Question: 309**

Which of the following demonstrates awareness of regulations and standards when conducting a project?

- A. Establishing a measurement system for the team members' performance
- B. Controlling project costs to fall within the company-approved variance
- C. Reviewing advertising trends in the market before launching a new product
- D. Submitting architectural plans for approval before commencing construction

**Answer: D**

Explanation:

**Question: 310**

Which of the following best explains the importance of artifacts during the discovery/concept preparation phase of a project?

- A. To develop a detailed project plan and timeline
- B. To enable a lessons learned session
- C. To identify and assess potential vendors for the project
- D. To ensure that all stakeholders have a shared understanding of the project's objectives

**Answer: D**

Explanation:

**Question: 311**

During the project execution, the sponsor would like to have a visual representation indicating the progress of the project. The project is being managed using agile methodologies. Which of the following tools would best help the sponsor with the request?

- A. Milestone chart

B. Velocity chart

C. Task board

D. Burndown chart

**Answer: D**

Explanation:

### Question: 312

A manufacturing company is experiencing a high number of defects in its products and wants to identify the root cause to improve its processes Which of the following should the company use?

A. Run charts

B. Fishbone/Ishikawa diagrams

C. Scatter plot

D. Decision tree

**Answer: B**

Explanation:

### Question: 313

Which of the following is an activity related to operational security?

A. Processing background screening

B. Setting up a firewall

C. Establishing a zone of trust

D. Implementing multifactor authentication

**Answer: D**

Explanation:

### Question: 314

During the testing phase of a project, an executive raises a concern about a missing requirement in the product. Which of

the following is the next step the project manager should take?

- A. Communicate the change status.
- B. Ask for a change request submission
- C. Escalate to the change control board
- D. Reject the change to prevent scope creep.

**Answer: B**

Explanation:

### Question: 315

A project manager notices a resource is overloaded and not completing tasks on time. After reviewing the Gantt chart, the project manager notices the resource has multiple simultaneous tasks that could be executed independently. Which of the following should the project manager do next?

- A. Change the precedence of the tasks to "finish-to-start".
- B. Evaluate and modify the schedule with a burndown chart
- C. Assign additional resources to prevent overwork.
- D. Perform critical path analysis

**Answer: C**

Explanation:

### Question: 316

During an active project, the finished product is not meeting quality specifications. Which of the following actions should be taken after the project manager determines what would be needed to resolve the issues?

- A. Communicate the change status.
- B. Document change recommendations
- C. Create a change request.
- D. Implement the changes

**Answer: C**

Explanation:

**Question: 317**

A member keeps bringing up unrelated topics during a team meeting. Which of the following should the project manager do to keep the discussion on track?

- A. Remind the team member about the meeting agenda and invite the member to add the topic to the next meeting's agenda.
- B. Ask the team member to leave the meeting and create a new meeting to discuss these topics.
- C. Adjust the current meeting's agenda to accommodate the team member's topics.
- D. Allow the team member to bring up the topics, which could lead to important discussions and insights.

**Answer: A**

Explanation:

**Question: 318**

Which of the following best describes why conducting lessons learned sessions is important?

- A. To discuss as a team how to improve and eliminate all the issues in the project
- B. To conduct the team's performance evaluation and document the results
- C. To report all the mistakes and ensure others do not make the same ones
- D. To document what went right and wrong, as well as possible improvements

**Answer: D**

Explanation:

Conducting lessons learned sessions is a critical part of the project closing phase. The primary purpose is to document what went right and wrong during the project, as well as to identify possible improvements for future projects. This process helps in capturing valuable insights and experiences, which can be used to enhance the effectiveness and efficiency of future projects.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Explain the importance of activities performed during the closing phase, one of the key activities is:

Collecting feedback from stakeholders

This includes conducting lessons learned sessions to gather insights on project performance, challenges faced, and areas of improvement.

Furthermore, the CompTIA Project+ PK0-005 Certification Study Guide emphasizes the importance of lessons learned sessions in the project closure process. It states that these sessions are conducted to:

Review what went well and what did not

Document lessons learned

Provide recommendations for future projects

By systematically analyzing the project's successes and shortcomings, organizations can build a repository of knowledge that serves as a reference for future projects, thereby fostering continuous improvement.

### Question: 319

During an executive call, a project sponsor found out about issues with the project but was not able to provide details about the next steps. Which of the following needs to be revised?

- A. Project dashboard
- B. Gap analysis
- C. Risk register
- D. Communication plan

### Answer: D

Explanation:

The scenario indicates a breakdown in communication between the project team and the project sponsor. The sponsor was unaware of the issues and could not provide guidance on the next steps, highlighting a deficiency in the project's communication processes.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, it is essential to:

Develop communication platforms/modalities

Manage project communication

Control project communication

One of the key aspects of controlling project communication is:

Revising the communication plan

The communication plan outlines how information is disseminated among stakeholders, including the frequency, methods, and responsible parties. If a sponsor is uninformed about project issues, it suggests that the communication plan is either inadequate or not being followed correctly.

The CompTIA Project+ PK0-005 Certification Study Guide further elaborates on this by stating that:

The communication plan should be reviewed and updated regularly to ensure effective information flow among stakeholders.

In this case, revising the communication plan would address the communication gaps, ensuring that the sponsor and other stakeholders receive timely and accurate information about project issues and developments.

### **Question: 320**

A project manager has noticed that one-hour status calls are consistently lasting an extra 10 to 15 minutes. Which of the following techniques would be best for the project manager to use?

- A. Meeting minutes
- B. Action items
- C. Timeboxing
- D. Follow-up notes

**Answer: C**

**Explanation:**

Timeboxing is a time management technique that involves allocating a fixed, maximum unit of time for an activity and completing the activity within that time frame. In the context of meetings, timeboxing helps ensure that discussions stay within the allotted time, preventing overruns.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, timeboxing is listed as a meeting management technique to control the duration of meetings and keep them focused.

By implementing timeboxing, the project manager can structure the status calls to adhere strictly to the scheduled one-hour duration, improving efficiency and respecting participants' time.

### Question: 321

A project manager is responsible for implementing a large, centralized repository that stores raw information from various sources in a structured and organized way. Which of the following should the project manager implement?

- A. Shared folder
- B. Infrastructure
- C. Multitiered architecture
- D. Data warehouse

### Answer: D

#### Explanation:

A data warehouse is a centralized repository that stores data from multiple sources in a structured and organized manner. It is designed to facilitate reporting and analysis by consolidating large volumes of data.

In the CompTIA Project+ PK0-005 exam objectives, under Domain 4.2: Compare and contrast common project team organizational structures, understanding the implementation of data storage solutions like data warehouses is essential .

Implementing a data warehouse allows the project manager to efficiently manage and analyze data from various sources, supporting informed decision-making processes.

### Question: 322

During a project closure meeting, stakeholders did not agree that the project achieved the expected results. Which of the following documents should the project manager consult?

- A. Work breakdown structure

B. Project charter

C. Quality plan

D. Solution design

**Answer: B**

**Explanation:**

The project charter is a foundational document that outlines the project's objectives, scope, stakeholders, and overall goals. It serves as a reference point throughout the project lifecycle.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Compare and contrast different project management roles and responsibilities, the project charter is critical for defining the project's purpose and success criteria .

By consulting the project charter during the closure meeting, the project manager can verify whether the project's outcomes align with the initially agreed-upon objectives, facilitating resolution of stakeholder disagreements.

**Question: 323**

A team member needs to make an emergency update. The team member is unable to return to the office. Which of the following is the most secure way to make the update?

A. At home, using home internet and the company's computer

B. At a coffee shop, using free Wi-Fi and the corporate computer

C. At home, using home internet and the corporate virtual private network

D. Anywhere the team member would like, using a mobile device and mobile internet

**Answer: C**

**Explanation:**

Using a corporate virtual private network (VPN) over a secure home internet connection is the most secure method for remote access. A VPN encrypts the data transmitted between the user's device and the company's network, protecting

sensitive information from potential interception.

In the CompTIA Project+ PK0-005 exam objectives, under Domain 4.3: Explain the importance of risk strategies and activities, understanding secure methods for remote access is emphasized .

By connecting through the corporate VPN, the team member ensures that the emergency update is performed securely, maintaining the integrity and confidentiality of the company's systems and data.

### **Question: 324**

A data center is under construction, and the project manager wants to address the risks related to physical injuries.

Which of the following is the best risk response method for this scenario?

- A. Avoid injuries by using robots to perform tasks.
- B. Transfer risk to an insurance company.
- C. Mitigate risk by training the construction workers.
- D. Accept the risks inherent to construction.

### **Answer: C**

#### **Explanation:**

In the context of construction projects, physical injuries are a significant risk. The most effective risk response method in this scenario is mitigation, which involves taking proactive steps to reduce the likelihood or impact of the risk. Training construction workers on safety protocols and procedures is a direct way to mitigate the risk of physical injuries.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.4: Given a scenario, perform risk management activities, mitigation is a key risk response strategy. The official objectives state:

"Develop risk response plans, including mitigation strategies to reduce the likelihood or impact of risks."

CompTIA Project+ PK0-005 Exam Objectives

By providing proper training, the project manager actively reduces the risk, aligning with best practices in risk management.

### **Question: 325**

As a result of an internal assessment, the steering committee states that the company does not currently have the

required skill set or technical tools to develop a particular feature in the project. Which of the following procurement methods would help the company?

- A. Subscription
- B. Subcontract
- C. Lease
- D. Build

**Answer: B**

**Explanation:**

When an organization lacks the internal resources or expertise to develop a specific feature, subcontracting is an effective procurement method. This involves hiring an external entity to perform the work, thereby filling the skill gap.

The CompTIA Project+ PK0-005 exam objectives, under Domain 1.11: Explain important project procurement and vendor selection concepts, list subcontracting as a procurement method:

"Resource procurement methods: Build, Buy, Lease, Subscription/pay-as-you-go."

**CompTIA Project+ PK0-005 Exam Objectives**

Subcontracting falls under the 'Buy' category, where services are procured externally to meet project requirements.

**Question: 326**

Which of the following statements best describes Kanban?

- A. A workflow management method to maximize efficiency and enable continuous improvement.
- B. A board representing the different stages of a software solution.
- C. A dashboard used to facilitate scope alignment with the project team.
- D. A spreadsheet representing development tasks and how they relate to the business process being improved.

**Answer: A**

**Explanation:**

Kanban is a visual workflow management method that aims to maximize efficiency and promote continuous improvement by visualizing work, limiting work in progress, and enhancing flow.

The CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Explain the basic characteristics of a project and various methodologies and frameworks used in IT projects, include Kanban as a methodology:

"Methodologies and frameworks: Kanban."

CompTIA Project+ PK0-005 Exam Objectives

Kanban helps teams manage work by visualizing tasks and optimizing the flow from start to finish, aligning with the principles of efficiency and continuous improvement.

### **Question: 327**

Which of the following should a product manager choose in order to enable collaboration between team members located in different regions? (Select two).

- A. Real-time surveys/polling
- B. Wiki knowledge base
- C. Spreadsheets
- D. Meetings/face-to-face
- E. Real-time, multi-authoring editing software
- F. Charting/diagramming

**Answer: B,E**

**Explanation:**

For teams distributed across different regions, effective collaboration tools are essential. A wiki knowledge base allows team members to access and contribute to shared information asynchronously, while real-time, multi-authoring editing software enables simultaneous collaboration on documents.

The CompTIA Project+ PK0-005 exam objectives, under Domain 3.1: Given a scenario, use the appropriate tools throughout the project life cycle, highlight the importance of collaboration tools:

"Collaboration tools: Real-time, multi-authoring editing software; Wiki knowledge base."

CompTIA Project+ PK0-005 Exam Objectives

These tools facilitate seamless collaboration, knowledge sharing, and document management among geographically dispersed team members.

**Question: 328**

A project manager was concerned the results were not fulfilling the expectations at the end of the execution phase. After reviewing the SOW, the project manager realized the vendor delivered everything included in the contract. Which of the following actions should the project manager complete next?

- A. Perform a gap analysis.

- B. Escalate the issue.
- C. Submit a change request.
- D. Approve deliverables.

**Answer: A**

**Explanation:**

When a project manager observes that the project's outcomes do not align with expectations, despite the vendor fulfilling all contractual obligations as per the Statement of Work (SOW), the appropriate next step is to perform a gap analysis. This analysis helps identify discrepancies between the current state (what has been delivered) and the desired state (stakeholder expectations).

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Given a scenario, perform risk management activities, performing a gap analysis is a critical activity to assess and address such discrepancies. The gap analysis will provide insights into areas where the project may not be meeting stakeholder expectations, allowing the project manager to develop strategies to bridge these gaps.

### **Question: 329**

Which of the following best represents an intellectual property breach?

- A. Internal developers use code from a legacy in-house system to develop a new solution for the marketing department.
- B. The price list to end customers was stored on a stolen external hard drive.
- C. A service provider that worked on a project uses the developed software on a project for a new customer.
- D. Customer data is stored on a shared network drive that is accessible by employees from all departments.

**Answer: C**

**Explanation:**

An intellectual property (IP) breach occurs when proprietary information, such as software, designs, or trade secrets, is used without authorization. In this scenario, a service provider reusing developed software for another customer constitutes an IP breach, as the software is typically owned by the company that commissioned its development.

The CompTIA Project+ PK0-005 exam objectives, under Domain 3.4: Explain the importance of project compliance, emphasize the significance of protecting intellectual property and ensuring that all project outputs are used in accordance with contractual agreements and legal standards.

### **Question: 330**

The client asks the project manager to establish a communication channel. The client wants to understand what is needed from them and to know the project's level of compliance with the budget. Which of the following best describes what the project manager should do to assist the client?

- A. Grant the client access to the project repository.
- B. Create a chat to communicate in real time.
- C. Schedule a weekly status meeting.
- D. Send a weekly status report by email.

### **Answer: D**

#### **Explanation:**

To keep the client informed about project needs and budget compliance, the project manager should send a weekly status report by email. This report provides a structured and documented update on project progress, budget status, and any actions required from the client.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, regular status reporting is a key component of effective communication management. It ensures that stakeholders are kept informed and engaged throughout the project lifecycle.

### **Question: 331**

A software development team completed the development and testing of a new accounting software system for a client. Which of the following should the team do next?

- A. User acceptance testing

- B. Unit testing
- C. Performance testing
- D. Audits and inspections

**Answer: A**

**Explanation:**

After completing development and internal testing phases, the next step is to conduct User Acceptance Testing (UAT). UAT is performed by the end-users to ensure the system meets their requirements and is ready for deployment.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.3: Explain the importance of quality management and testing in project management, UAT is a critical phase to validate that the product meets the business needs and requirements.

### **Question: 332**

Which of the following is an intended outcome of a stand-up meeting?

- A. To identify team members for next tasks
- B. To identify future tasks
- C. To identify stakeholders for next tasks
- D. To identify blocking tasks

**Answer: D**

**Explanation:**

One of the primary purposes of a stand-up meeting is to identify blocking tasks that hinder progress. This allows the team to address issues promptly and maintain momentum.

In the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, stand-up meetings are highlighted as a tool for daily communication to surface impediments and coordinate efforts.

### Question: 333

Which of the following should occur first when planning maintenance windows?

- A. Diagnose potential areas for concern.
- B. Notify the customer base.
- C. Determine a rollback plan.
- D. Understand the organization's production cycle.

**Answer: D**

**Explanation:**

The first step in planning maintenance windows is to understand the organization's production cycle. This knowledge ensures that maintenance activities are scheduled during periods that minimize impact on operations.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.4: Explain the importance of change control and maintenance, understanding operational cycles is essential for effective maintenance planning.

### Question: 334

Which of the following best describes the role of a PM for a CRM system?

- A. To track sales
- B. To store customer information
- C. To implement new features
- D. To pay vendors

**Answer: C**

**Explanation:**

The role of a Project Manager (PM) for a Customer Relationship Management (CRM) system is to implement new features that enhance the system's capabilities and align with business objectives.

In the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Compare and contrast different project management roles and responsibilities, the PM is responsible for overseeing the development and

implementation of system enhancements.

**Question: 335**

An enhancement is set to be released into production, and availability issues need to be avoided. Before the release, which of the following should be the most important consideration?

- A. System downtime
- B. Risk assessment
- C. Cost
- D. Customer experience

**Answer: B**

**Explanation:**

Before releasing an enhancement into production, conducting a risk assessment is crucial to identify potential issues that could affect system availability. This proactive approach helps in planning mitigation strategies to prevent downtime and ensure a smooth deployment.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.4: Given a scenario, perform risk management activities, risk assessment is a key activity to anticipate and address potential problems that could impact project success.

**Question: 336**

Which of the following communication methods would be the most appropriate to finalize the handoff of deliverables?

- A. A virtual meeting with all the stakeholders
- B. A face-to-face kickoff meeting with the stakeholders
- C. A closure meeting with the project team and stakeholders
- D. A final report submitted via email to the stakeholders

**Answer: C**

**Explanation:**

A closure meeting involving the project team and stakeholders is the most appropriate method to finalize the handoff of deliverables. This meeting ensures that all parties acknowledge the completion of project objectives and agree on the transition of deliverables.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Explain the importance of activities performed during the closing phase, conducting a closure meeting is essential for formal acceptance and documentation of project completion.

### Question: 337

Which of the following is the best example of CapEx?

- A. Taxes
- B. Vehicles
- C. Salaries
- D. Utilities

**Answer: B**

Explanation:

Capital Expenditures (CapEx) refer to funds used by an organization to acquire or upgrade physical assets such as property, industrial buildings, or equipment. Purchasing vehicles falls under CapEx as it involves acquiring a long-term asset.

In the context of the CompTIA Project+ PK0-005 exam, understanding the distinction between CapEx and operational expenditures (OpEx) is important, as highlighted in Domain 4.2: Compare and contrast common project team organizational structures.

### Question: 338

A project team is reviewing the project plan and related documents and identifies tasks that could be spread into smaller deliverables. Which of the following documents should the team edit first?

- A. Risk assessment
- B. Preliminary scope statement
- C. Work breakdown structure

D. Milestone chart

**Answer: C**

**Explanation:**

The Work Breakdown Structure (WBS) is a hierarchical decomposition of the total scope of work to accomplish project objectives. If tasks can be broken into smaller deliverables, the WBS should be updated first to reflect these changes.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.2: Given a scenario, determine the appropriate scope management activities, maintaining an accurate WBS is crucial for effective scope management.

**Question: 339**

During project initiation, a project manager is drafting a document that includes an outline of the high-level goals, objectives, milestones, and requirements. This document will be modified and finalized as more information becomes available. Which of the following best meets the requirements?

- A. Preliminary scope statement
- B. Procurement needs assessment
- C. Project success criteria
- D. Work breakdown structure

**Answer: A**

**Explanation:**

A Preliminary Scope Statement outlines the initial project objectives, high-level requirements, and milestones. It serves as a foundational document during the initiation phase and is refined as the project progresses.

As per the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Compare and contrast different project management roles and responsibilities, developing a preliminary scope statement is a key activity in defining the project's direction and scope.

**Question: 340**

The goal of a project is to fulfill specific technical features requested by customers. Which of the following actions

should the product owner take?

- A. Define the success criteria.
- B. Create a communication plan.
- C. Use a task board.
- D. Perform a root cause analysis.

**Answer: A**

**Explanation:**

In Agile methodologies, the Product Owner is responsible for defining and prioritizing the product requirements to ensure they align with customer needs. Defining success criteria involves establishing clear, measurable goals that determine whether the project's technical features meet customer expectations.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Explain the basic characteristics of a project and various methodologies and frameworks used in IT projects, understanding roles and responsibilities, including that of the Product Owner, is essential.

**Question: 341**

Which of the following best describes the reason a waterfall approach would be used for a project?

- A. The executive team still has no clear requirements for the product.
- B. The executive team is looking to review the product only once after the product is finalized.
- C. The executive team is expecting constant delivery of components.
- D. The executive team wants to reduce the budget for development.

**Answer: B**

**Explanation:**

The Waterfall methodology is a linear and sequential approach to project management where each phase must be completed before the next begins. It is best suited for projects with well-defined requirements and where the executive team prefers to review the product only after its completion.

As per the CompTIA Project+ PK0-005 exam objectives, under Domain 1.2: Compare and contrast Agile vs. Waterfall concepts, understanding the criteria for selecting a method, including the preference for a single final review in Waterfall, is crucial.

### Question: 342

A company purchases new software. The project manager needs to present the new software's features to the stakeholders. Which of the following meeting types should the project manager and stakeholders have?

- A. Status
- B. Focus
- C. Brainstorming
- D. Informative

**Answer: D**

Explanation:

An Informative meeting is designed to share information, such as presenting new software features to stakeholders. This type of meeting ensures that all participants are informed about the software's capabilities and how it will impact their work.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, recognizing different meeting types, including informative meetings, is essential for effective communication management.

### Question: 343

A project manager is conducting an evaluation of a product to determine whether it is meeting the requirements. The manager needs to compare the current status of the product with its optimal future status and determine what, if anything, needs to be done to improve it. Which of the following types of evaluations would be best for the manager to use?

- A. Gap analysis
- B. External status report
- C. Cost-benefit analysis
- D. Project closeout report

**Answer: A**

Explanation:

A Gap Analysis is a method used to compare the current performance or state of a product with its desired future state. It helps identify the "gaps" between the two states and determine necessary actions to bridge those gaps.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Explain the importance of activities performed during the closing phase, conducting evaluations like gap analyses is vital for assessing project outcomes and planning improvements.

### Question: 344

Which of the following best describes the difference between the current state and the desired future state in project management?

- A. The current state is a high-level view of the project scope, and the desired state is what is happening right now.
- B. The current state is where the business is now, and the desired state is where the project is going to take the business.
- C. The current state is a high-level view of the project scope, and the desired future state is the specific outcome the business wants.
- D. The current state defines the specific outcome the business wants, and the desired state documents what is happening now that prevents it.

**Answer: B**

Explanation:

In project management, understanding the difference between the current state and the desired future state is essential for identifying gaps and planning improvements. The current state refers to the organization's existing conditions, processes, or performance levels. The desired future state represents the target conditions or performance levels the organization aims to achieve through the project. This comparison is fundamental in conducting a gap analysis, which helps in planning the necessary steps to transition from the current to the desired state.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.3: Given a scenario, apply the change control process throughout the project life cycle, understanding the current and desired states is crucial for effective change management and project planning.

### Question: 345

A project is not progressing as planned following the departure of the project manager. Which of the following would be the best tool to use to document this information?

- A. Issue log
- B. Risk register
- C. Change log
- D. Defect log

**Answer: A**

**Explanation:**

An issue log is used to document and track problems that arise during a project, including unforeseen events like the departure of a project manager. It helps in recording the issue, assigning responsibility, and tracking the resolution process. This tool is essential for maintaining project continuity and ensuring that issues are addressed promptly.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Given a scenario, perform issue management activities, maintaining an issue log is a key activity for tracking and managing project issues effectively.

### **Question: 346**

A company asks some vendors to provide a solution for its specific needs. Which of the following documents should the company provide?

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

**Answer: A**

**Explanation:**

A Request for Proposal (RFP) is a document issued by an organization to solicit proposals from potential vendors for a specific solution or service. It outlines the organization's requirements and criteria for evaluation, allowing vendors to propose how they would meet those needs. An RFP is appropriate when the company seeks detailed proposals for a solution to its specific needs.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 3.4: Explain important project procurement

and vendor selection concepts, understanding the use of RFPs is essential for effective procurement management.

### Question: 347

During project initiation, a project manager needs to identify goals and deliverables that should be completed by the end of the project and also meet certain cost and time factors. Which of the following would best align with these needs?

- A. Work breakdown structure
- B. Change log
- C. Project success criteria
- D. Milestone chart

### Answer: C

#### Explanation:

Project success criteria are the standards by which the success of a project is judged. They include specific goals, deliverables, and performance measures such as cost, time, and quality targets. Defining these criteria during the initiation phase provides a clear understanding of what constitutes project success and guides decision-making throughout the project lifecycle.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Explain the basic characteristics of a project and various methodologies and frameworks used in IT projects, establishing clear success criteria is fundamental for project planning and evaluation.

### Question: 348

Which of the following is a potential challenge that may arise from language barriers among a project team?

- A. A project team is unable to communicate effectively due to a lack of common technical terminology and jargon.
- B. A project team refuses to learn foreign languages to cater to remote colleagues.
- C. A project team cannot use communication tools due to a lack of IT knowledge.
- D. A project team member located in a different time zone fails to access project resources.

### Answer: A

#### Explanation:

Language barriers can significantly impact communication within a project team, especially when team members lack a common understanding of technical terminology and jargon. This can lead to misunderstandings, errors, and inefficiencies. Effective communication is critical for project success, and addressing language barriers is essential for ensuring that all team members are aligned and informed.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.8: Compare and contrast communication management concepts, recognizing and mitigating communication challenges, including language barriers, is vital for effective project management.

### Question: 349

A project manager is working on an existing, large, complex project that involves regulatory and environmental considerations. The development of a detailed project plan will be critical. Which of the following should the project manager do first?

- A. Review the project charter.
- B. Start the process of engaging the stakeholders.
- C. Arrange a kickoff meeting.
- D. Evaluate potential risks.

**Answer: A**

**Explanation:**

The project charter is a foundational document that formally authorizes a project and provides the project manager with the authority to apply organizational resources to project activities. Reviewing the project charter is essential at the outset to understand the project's objectives, scope, stakeholders, and any constraints or assumptions. This understanding is crucial, especially for large, complex projects with regulatory and environmental considerations, as it sets the direction for detailed planning and stakeholder engagement.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.1: Explain the value of artifacts in the discovery/concept preparation phase for a project, the project charter is a key artifact that guides the initiation and planning phases.

### Question: 350

A project manager needs to develop a way to control who can modify documents, artifacts, and other data related to the product. Which of the following would be the best way to accomplish this objective?

- A. Define access requirements.

- B. Develop a transition plan.
- C. Create a responsibility assignment matrix.
- D. Create a work breakdown structure.

**Answer: A**

**Explanation:**

Defining access requirements involves specifying who has permission to view, edit, or manage project documents and data. This control is vital to maintain the integrity and confidentiality of project information. By establishing clear access protocols, the project manager ensures that only authorized individuals can make changes, thereby reducing the risk of unauthorized modifications and enhancing data security.

As per the CompTIA Project+ PK0-005 exam objectives, under Domain 3.1: Given a scenario, use the appropriate tools throughout the project life cycle, managing access to project artifacts is a critical aspect of project documentation and control.

**Question: 351**

A project manager working in a strong matrix organization was selected to manage a new project with trending technologies. During the kickoff meeting, one of the stakeholders mentions that the company has never worked with such technologies. Which of the following should the project manager do next?

- A. Train the project team members and develop a detailed scope statement.
- B. Assign project resources and procure additional team members.
- C. Perform a preliminary procurement needs assessment and determine budget considerations.
- D. Define units of work and develop a project schedule.

**Answer: A**

**Explanation:**

When a project involves new or unfamiliar technologies, it's essential to ensure that the project team has the necessary knowledge and skills. Providing training to team members helps bridge knowledge gaps and prepares them to handle project tasks effectively. Simultaneously, developing a detailed scope statement clarifies the project's objectives, deliverables, and boundaries, which is crucial for guiding the team's efforts and setting stakeholder expectations.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 2.2: Given a scenario, determine the

appropriate scope management activities, training and scope definition are key activities in managing project scope and ensuring team readiness.

### Question: 352

While a team was in a work session developing the QA plan for a project, the project manager realized that the team lacks the skills required for proper quality assurance. Which of the following steps should the project manager take next?

- A. Reassess the resource pool.
- B. Review the QA plan from a similar project.
- C. Check on available resources for additional team members.
- D. Escalate the issue to the project sponsor.

### Answer: A

Explanation:

If the current team lacks the necessary skills for quality assurance, the project manager should reassess the resource pool to identify whether existing team members can be trained or if additional resources with the required expertise are needed. This assessment helps in making informed decisions about resource allocation, training needs, or recruitment, ensuring that the project maintains its quality standards.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 2.3: Given a scenario, perform resource management activities, evaluating and managing resources is crucial for addressing skill gaps and maintaining project quality.

### Question: 353

Which of the following best describes the reason a chat messaging service would be used as the primary form of communication for a project team?

- A. The team is working in different rooms within the same building.
- B. The team is working remotely two days per week.
- C. The team has members distributed around the world in different time zones.
- D. The team is based in the same office but has a large number of members.

### Answer: C

Explanation:

Chat messaging services are particularly effective for teams that are distributed globally across different time zones. These tools facilitate asynchronous communication, allowing team members to send and receive messages at their convenience, which is crucial when real-time communication is challenging due to time differences. This ensures continuous collaboration and information sharing **without the constraints of synchronous meetings**. According to the CompTIA Project+ PK0-005 exam objectives, under Domain 3.2: Compare and contrast various project management productivity tools, chat messaging is highlighted as a key communication tool for distributed teams.

### Question: 354

A project manager and team are reviewing a task that is supposed to take 9 days to complete and cost \$3,000. There is a 20% chance that an associated risk related to changing requirements could occur, resulting in rework that would add an additional 5 days and \$1,000 in costs. Which of the following represents the total amount that should be budgeted for the task?

- A. 9 days and \$3,000
- B. 10 days and \$3,200
- C. 12 days and \$3,800
- D. 13 days and \$3,600

### Answer: C

#### Explanation:

To account for potential risks, project managers use Expected Monetary Value (EMV) analysis. EMV is calculated by multiplying the probability of a risk event by its potential impact and adding this to the base estimate.

Base estimate: 9 days, \$3,000

Risk impact: 5 additional days, \$1,000 extra cost

Probability of risk: 20% (0.2)

#### Calculations:

Time:  $9 \text{ days} + (0.2 * 5 \text{ days}) = 9 + 1 = 10 \text{ days}$

Cost:  $\$3,000 + (0.2 * \$1,000) = \$3,000 + \$200 = \$3,200$

However, to ensure sufficient contingency, it's prudent to budget for the full potential impact:

Time:  $9 \text{ days} + 5 \text{ days} = 14 \text{ days}$

Cost:  $\$3,000 + \$1,000 = \$4,000$

But since the risk has only a 20% chance of occurring, the EMV approach provides a balanced estimate:

Time: 9 days + 1 day (20% of 5 days) = 10 days

Cost:  $\$3,000 + \$200$  (20% of  $\$1,000$ ) =  $\$3,200$

Therefore, the most accurate budget considering the risk is 10 days and  $\$3,200$ .

This aligns with the CompTIA Project+ PK0-005 exam objectives under Domain 1.4: Given a scenario, perform risk management activities, which includes understanding and applying EMV analysis.

### Question: 355

A project manager provided the team with a summary Gantt chart for the project. The team, however, has expressed interest in seeing the sequencing between all of the tasks. Which of the following should the project manager provide?

- A. Project network diagram
- B. Fishbone diagram
- C. Burndown chart
- D. Milestone chart

**Answer: A**

Explanation:

A Project Network Diagram is a visual representation that displays the sequence of project activities and the dependencies between them. Unlike a Gantt chart, which primarily shows the schedule and durations, a network diagram emphasizes the logical flow and relationships among tasks, making it ideal for understanding task sequencing.

Plaky  
According to the CompTIA Project+ PK0-005 exam objectives, under Domain 3.1: Given a scenario, use the appropriate tools throughout the project life cycle, the project network diagram is identified as a key tool for illustrating task sequencing and dependencies.

### Question: 356

Which of the following best describes why a project manager would decide to sign a fixed-price contract with a

vendor?

- A. The scope of the project deliverable is clearly defined.
- B. There is a non-disclosure agreement in place.
- C. There are multiple requirements for the product.
- D. The PM wants to simplify the logistics of the required product.

**Answer: A**

**Explanation:**

A Fixed-Price Contract is most suitable when the project scope, requirements, and deliverables are clearly and thoroughly defined. This contract type sets a predetermined price for the work, regardless of the actual costs incurred, transferring the risk of cost overruns to the vendor. It is advantageous when the project details are well-understood and unlikely to change.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 1.11: Explain important project procurement and vendor selection concepts, understanding when to use fixed-price contracts is essential, particularly when the project scope is well-defined.

### **Question: 357**

Which of the following considers factors such as reliability, scalability, security, and cost-effectiveness within project goals and objectives?

- A. DevOps architecture
- B. Computing services
- C. Data warehouse
- D. Networking and connectivity

**Answer: A**

**Explanation:**

DevOps architecture integrates development and operations to enhance the software development lifecycle. It emphasizes continuous integration and delivery, automation, and collaboration, ensuring that factors like reliability, scalability, security, and cost-effectiveness are integral to project goals and objectives. By adopting DevOps practices, organizations can achieve faster deployment times, improved system stability, and efficient resource

utilization.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.1: Explain the basic characteristics of a project and various methodologies and frameworks used in IT projects, DevOps is recognized as a methodology that supports these critical factors.

### Question: 358

Which of the following tasks should the project manager complete first when validating deliverables?

- A. Assess the documentation.
- B. Obtain stakeholder feedback.
- C. Review the project objectives.
- D. Mitigate risks.

### Answer: C

Explanation:

Validating deliverables involves ensuring that the project's outputs meet the defined requirements and objectives. The first step in this process is to review the project objectives to confirm that the deliverables align with the intended goals. This review provides a benchmark against which the deliverables can be assessed, ensuring that they fulfill the project's purpose before seeking stakeholder feedback or assessing documentation.

This aligns with the CompTIA Project+ PK0-005 exam objectives, particularly under Domain 2.1: Explain the value of artifacts in the discovery/concept preparation phase for a project, which emphasizes the importance of aligning deliverables with project objectives.

### Question: 359

A company is adapting its strategy almost every quarter, and the product might be different at the end of the project.

Which of the following is the best methodology for the project manager to use?

- A. Scrum
- B. Extreme programming
- C. Waterfall
- D. Kanban

## Answer: A

### Explanation:

Scrum is an Agile framework that is well-suited for projects with rapidly changing requirements. It operates in iterative cycles called sprints, allowing for regular reassessment and adaptation of project goals. This flexibility makes Scrum ideal for environments where the company's strategy and product requirements evolve frequently, as it facilitates continuous improvement and responsiveness to change.

According to the CompTIA Project+ PK0-005 exam objectives, under Domain 1.2: Compare and contrast Agile vs.

Waterfall concepts, Scrum is highlighted as a methodology that supports adaptability and iterative development.

### Question: 360

A project manager submits a change request. The change request is rejected because of code freeze. Which of the following actions should the project manager take next?

- A. Update the risk register.
- B. Escalate the issue for exceptional approval.
- C. Communicate to the stakeholders.
- D. Submit a duplicate change request.

## Answer: C

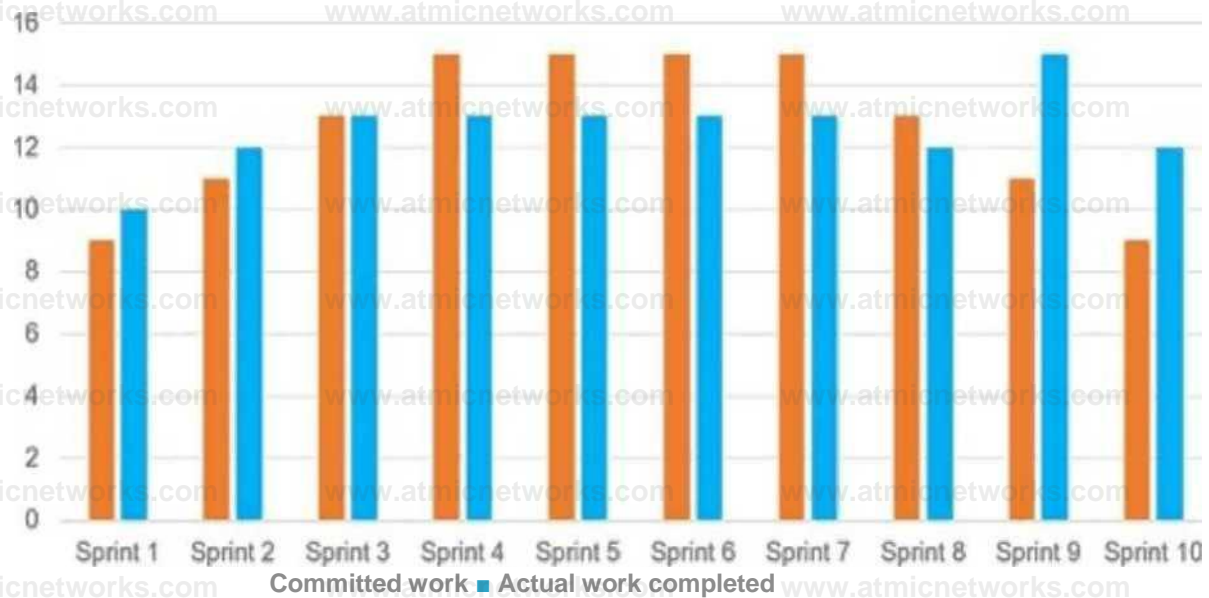
### Explanation:

When a change request is rejected due to a code freeze, the project manager should communicate to the stakeholders to inform them of the situation. Transparent communication ensures that all parties are aware of the project's current status and any limitations affecting progress. This step is crucial for managing expectations and maintaining stakeholder trust.

This approach is supported by the CompTIA Project+ PK0-005 exam objectives, specifically under Domain 1.3: Given a scenario, apply the change control process throughout the project life cycle, which emphasizes the importance of communication in change management.

### Question: 361

Given the following chart showing committed work (orange) vs. actual work completed (blue) across 10 sprints:



Which of the following best describes the team's performance?

- A. The team needs to adjust the planned work based on results.
- B. The team's velocity is getting better.
- C. The team understands its velocity and is planning in an accurate manner.
- D. The team is doing more work than planned.

**Answer: A**

**Explanation:**

To determine the best description of the team's performance, we analyze the chart showing:

Committed work (orange bars): what the team planned to do.

Actual work completed (blue bars): what the team actually accomplished.

**Key Observations:**

In most sprints (e.g., 1, 3, 4, 5, 6, 8, 10), the actual work is slightly less than the committed work.

In Sprints 9 and 10, the actual work exceeds the committed work.

There's inconsistency in how much work is completed compared to what's committed.

**Interpretation:**

The team frequently overestimates its capacity. This suggests a misalignment between planning and execution, which indicates that their velocity is not yet well-understood or accurately reflected in sprint planning.

According to the CompTIA Project+ PK0-005 Exam Objectives:

Under Domain 1.2: Compare and contrast Agile vs. Waterfall concepts, understanding team velocity, iteration planning, and the ability to plan based on past performance is key to Agile success.

"Agile teams should use velocity as a guide to improve predictability. Sprint commitments should align with the team's proven delivery capacity."

### Question: 362

Participant attendance has been poor at the last few weekly meetings. The project manager wants to validate who the participants should be, how often the meetings should occur, and on which day and at what time the meeting should be held. Which of the following is the best place to validate this information?

- A. Project communication plan
- B. Project management plan
- C. Project business case
- D. Project schedule

**Answer: A**

Explanation:

The communication plan defines the meeting cadence, frequency, participants, formats, and methods of communication. If participation is low, the project manager refers to this plan for validation and adjustment. This is part of governance and compliance to ensure the right stakeholders are engaged appropriately.

Reference: CompTIA Project+ PK0-005 Study Guide – Communications Management; CompTIA Cloud+ CV0-004 Governance & Compliance objectives.

### Question: 363

A software engineer notices that the newest update to the reporting software includes many new features that were not defined in the requirements document. Which of the following steps should the engineer take next?

- A. Seek approval before continuing
- B. Edit the requirements document
- C. Disregard the update
- D. Notify the users of the new features

**Answer: A**

Explanation:

When scope changes occur, proper change management is critical. The engineer must submit the change for formal approval before moving forward. Skipping approval would violate governance processes and may introduce compliance or contractual risks.

Reference: CompTIA Project+ PK0-005 – Change Control Process; CompTIA Cloud+ CV0-004 Governance & Risk objectives.

**Question: 364**

Which of the following is part of software change control?

- A. Rollback plans
- B. Maintenance windows
- C. Validation checks
- D. Requirements definition

**Answer: A**

Explanation:

A key element of change control is having a rollback plan, which allows recovery to a previous stable state if the change causes instability. This is part of operational support to maintain service availability and minimize downtime during updates.

Reference: CompTIA Project+ PK0-005 – Change Management; CompTIA Cloud+ CV0-004 Operations and Support objectives.

**Question: 365**

A highly scored negative risk causes a risk trigger, but the issue has not started yet. Which of the following is the next step the project team should take?

- A. Execute the contingency plan
- B. Perform a work-around
- C. Escalate to senior management

D. Assign a risk owner

**Answer: A**

**Explanation:**

When a risk trigger is detected, the risk hasn't yet turned into an issue, but the conditions indicate it may happen. At this stage, the project team should execute the contingency plan that was pre-

developed during risk planning. Assigning a risk owner happens earlier in the planning stage, and work-arounds are used only for unplanned risks. Escalation is only needed if the contingency cannot address the risk.

Reference: CompTIA Project+ PK0-005 – Risk Response Planning; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

### **Question: 366**

Which of the following is the focus of DevSecOps?

- A. Securing, testing, and maintaining new software
- B. Developing, testing, and maintaining software
- C. Developing, maintaining, and securing software
- D. Developing, securing, and testing software

**Answer: D**

**Explanation:**

DevSecOps integrates security controls early in the development lifecycle. Its focus is to develop, secure, and test continuously, ensuring that vulnerabilities are identified and addressed before deployment. Security is not bolted on later but woven into development and testing workflows.

Reference: CompTIA Project+ PK0-005 – DevOps/DevSecOps; CompTIA Cloud+ CV0-004 Cloud Security domain.

### **Question: 367**

Which of the following would help a project manager identify that project goals have been reached?

- A. Audit report

- B. Key performance indicators
- C. Backlog
- D. Lessons learned

**Answer: B**

**Explanation:**

KPIs (Key Performance Indicators) are measurable values tied to project goals. If KPIs are being met, the PM can confirm that the project outcomes align with objectives. Audit reports verify compliance, while lessons learned capture knowledge at project closure.

Reference: CompTIA Project+ PK0-005 – Performance Measurement; CompTIA Cloud+ CV0-004 Operations and Support domain.

### **Question: 368**

A project team has been assigned to improve the customer service of a retail company. The team has conducted a thorough analysis of the existing process, determined areas of improvement, and identified the desired outcomes of the project. Which of the following best describes this analysis?

- A. Process improvement
- B. Business objectives
- C. Current state vs. future state
- D. Project success criteria

**Answer: C**

**Explanation:**

The analysis described is a current state vs. future state comparison. This identifies where the business is today, where it needs to go, and the gaps that must be bridged. This type of assessment underpins cloud adoption and architecture design, where the existing infrastructure/process is mapped against the target solution.

Reference: CompTIA Project+ PK0-005 – Business Process Analysis; CompTIA Cloud+ CV0-004 Cloud Architecture & Design domain.

### Question: 369

During a project kickoff meeting, the project manager wants to set expectations for all of the team members. Which of the following actions should the project manager take to accomplish this goal?

- A. Assign tasks and responsibilities to the team members
- B. Provide an overview of the project objectives and timeline
- C. Develop a project communication plan
- D. Set a meeting cadence for the rest of the project

**Answer: B**

Explanation:

The kickoff meeting is held at the beginning of a project to set direction and expectations. The most important activity is to review the project objectives and overall timeline so everyone understands the project's scope and goals. Detailed assignments and communication planning are handled afterward in the execution and planning phases.

Reference: CompTIA Project+ PK0-005 – Project Kickoff & Initiation; CompTIA Cloud+ CV0-004 Governance & Compliance domain.

### Question: 370

A project stakeholder has asked the project manager to provide the performance data of a project. Which of the following should the project manager send to the stakeholder?

- A. Issue log
- B. Dashboard
- C. WBS
- D. Milestone chart

**Answer: B**

Explanation:

A dashboard provides visual, real-time performance data such as KPIs, budget usage, and progress toward deliverables. This helps stakeholders quickly interpret project health. Milestones only show schedule checkpoints, and issue logs track

problems, not overall performance.

Reference: CompTIA Project+ PK0-005 – Reporting Tools & Stakeholder Communication; CompTIA

Cloud+ CV0-004 Operations & Support domain.

### **Question: 371**

The project manager must create a project charter. Which of the following should be included in the charter?

- A. Project schedule
- B. Resource allocation
- C. Risk plan
- D. Stakeholder identification

### **Answer: D**

Explanation:

The project charter is a high-level authorization document that outlines the purpose, objectives, and identifies key stakeholders. It does not contain detailed schedules, risk management plans, or resource allocation — those come later in the planning process.

Reference: CompTIA Project+ PK0-005 – Project Initiation & Charter Development; CompTIA Cloud+ CV0-004 Governance & Compliance domain.

### **Question: 372**

Which of the following best describes a program in the context of project management?

- A. It is a group of unrelated projects within an organization
- B. It is used to represent the daily activities of multiple projects
- C. It is a consolidation of related projects with a common goal
- D. It provides the definition of a project workload

**Answer: C**

**Explanation:**

A program is a group of related projects managed in a coordinated way to achieve benefits not available if managed separately. This is different from a portfolio (broader grouping, not necessarily related) or daily activities (operational work).

Reference: CompTIA Project+ PK0-005 – Program vs. Project vs. Portfolio; CompTIA Cloud+ CV0-004 Cloud Architecture & Design domain.

### **Question: 373**

A project team is deciding how to break up a large project into smaller components so the project can be delivered without increasing the duration of the iteration cycles. Which of the following describes the grouping of the smaller components?

- A. An issue
- B. A goal
- C. A backlog item
- D. An epic

**Answer: D**

**Explanation:**

In agile methodology, an epic is a large user story or body of work that can be broken down into smaller backlog items deliverable within iteration cycles. This enables large projects to be incrementally deployed while maintaining predictable iteration lengths.

Reference: CompTIA Project+ PK0-005 – Agile Planning & Work Breakdown; CompTIA Cloud+ CV0-004 Cloud Deployment domain.

### **Question: 374**

A retail store is rolling out a new point-of-sale solution to several locations where the staff members normally use cash registers. Which of the following activities will best assist staff members with integrating this new solution? (Select two).

- A. Documentation



- D. Training sessions
- E. Touch points
- F. Progress monitoring

**Answer: A,D**

Explanation:

For successful adoption of new systems, user documentation and training sessions are essential. Documentation provides reference material, while training equips staff with hands-on knowledge for daily operations. Gap analysis and monitoring are planning and control tasks but do not directly support staff integration.

Reference: CompTIA Project+ PK0-005 – Change Management & Training; CompTIA Cloud+ CV0-004 Operations & Support domain.

### Question: 375

A project manager is assigned to a project that has contracted with vendors. Which of the following actions should the project manager most frequently take? (Select two).

- A. Update the issue log
- B. Create a project charter
- C. Validate the status report
- D. Monitor performance
- E. Approve deliverables
- F. Baseline the project schedule

**Answer: C,D**

Explanation:

When managing vendor contracts, the PM must validate vendor status reports to confirm progress and monitor vendor performance against agreed service levels. Approving deliverables occurs less frequently, and creating charters/baselining schedules are initiation tasks, not recurring vendor management tasks.

Reference: CompTIA Project+ PK0-005 – Procurement & Vendor Management; CompTIA Cloud+ CV0- 004

Governance, Risk & Compliance domain.

### Question: 376

A project manager is reviewing quality planning techniques. Which of the following involves comparing results of similar activities?

- A. Performing a cost-benefit analysis
- B. Defining metrics
- C. Benchmarking
- D. Brainstorming

**Answer: C**

Explanation:

Benchmarking is a quality technique that compares results, processes, or best practices from similar activities or organizations. It helps set realistic performance standards and identify improvement opportunities. Unlike cost-benefit analysis (financial), benchmarking focuses on performance comparison.

Reference: CompTIA Project+ PK0-005 – Quality Planning Techniques; CompTIA Cloud+ CV0-004 Operations & Support domain.

### Question: 377

A project manager must determine how ideas from the organization and results from the review committee should move through the enterprise for a new project. Which of the following does the project manager need to do?

- A. Establish communication channels
- B. Plan a kickoff meeting
- C. Develop a responsibility assignment matrix
- D. Identify the stakeholders

**Answer: A**

Explanation:

The correct step is to establish communication channels that ensure proper flow of information from idea origination through review and approval. Kickoff meetings occur later, while RACI matrices and stakeholder identification are planning tools — not communication flow structures.

Reference: CompTIA Project+ PK0-005 – Communication Planning; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

### **Question: 378**

Which of the following best describes a benefit of the CI/CD process?

- A. Software delivery is sped up without compromising quality
- B. Incremental changes are done at the end of the project
- C. The software is integrated with other projects easily
- D. Updates are released every sprint

**Answer: A**

**Explanation:**

CI/CD (Continuous Integration/Continuous Deployment) allows faster and more reliable delivery by automating builds, tests, and deployments. It ensures rapid delivery without compromising quality. Updates are frequent but not necessarily tied to sprint cycles.

Reference: CompTIA Project+ PK0-005 – CI/CD Benefits; CompTIA Cloud+ CV0-004 Cloud Deployment domain.

### **Question: 379**

Which of the following situations would require a project manager to revise the communication plan during a project's execution?

- A. A change is approved that impacts the project schedule and budget
- B. The test results are not as expected
- C. The team is unclear which meetings they should attend
- D. A stakeholder requests some changes to the scope

**Answer: C**

Explanation:

If team members are confused about which meetings to attend, this indicates a flaw in the communication plan. Revising the plan ensures clear expectations on who participates in which communication events. Scope or schedule changes don't automatically require altering the communication plan.

Reference: CompTIA Project+ PK0-005 – Communication Planning & Updates; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

### Question: 380

Project team members enter their time sheets into a system that also displays incurred project cost. Which of the following systems can perform this task?

- A. EDRMS
- B. CRM
- C. CMS
- D. ERP

**Answer: D**

Explanation:

An ERP (Enterprise Resource Planning) system integrates financial management, HR, and operations. In this case, ERP can handle time tracking and cost reporting together. EDRMS manages documents, CRM handles customer relationships, and CMS manages content—not project costs.

Reference: CompTIA Project+ PK0-005 – Enterprise Systems; CompTIA Cloud+ CV0-004 Cloud Storage & Data Management domain.

### Question: 381

A project manager is taking notes along with gathering feedback about a prior project in order to consider known issues with a project enhancement. Which of the following best describes the plan that the project team is working on?

- A. A plan for capturing issues and conflicts in a project's knowledge base
- B. A plan for avoiding potential issues that may arise during project execution

- C. A plan for documenting the outcomes of the project
- D. A plan for addressing and resolving identified issues once the project has been completed

**Answer: B**

**Explanation:**

The team is leveraging lessons learned to create a preventive plan for avoiding issues in the upcoming project enhancement. This falls under risk management and compliance, ensuring previous failures do not repeat.

Reference: CompTIA Project+ PK0-005 – Lessons Learned & Risk Avoidance; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

### **Question: 382**

A project sponsor has asked for a log listing all the bugs identified within a specific project. Which of the following tools should the project manager provide to the sponsor?

- A. Change log
- B. Issue log
- C. Risk register
- D. Defect log

**Answer: D**

**Explanation:**

A defect log specifically tracks bugs, errors, or defects discovered in the product. It includes descriptions, severity, and resolution. Issue logs capture broader non-technical challenges, while change logs and risk registers serve different purposes.

Reference: CompTIA Project+ PK0-005 – Logs & Registers; CompTIA Cloud+ CV0-004 Operations & Support domain.

### **Question: 383**

During a phase review, two stakeholders discuss the approval of a deliverable. The project manager convinces the stakeholders to agree on a common solution. Which of the following best describes what the project manager did to gain approval from both stakeholders?

- A. Force
- B. Smooth
- C. Compromise
- D. Avoid

**Answer: C**

**Explanation:**

By negotiating a middle ground, the PM used compromise as a conflict resolution technique. Force and avoid do not build consensus, while smoothing minimizes issues but does not resolve them. Compromise achieves agreement acceptable to both sides.

Reference: CompTIA Project+ PK0-005 – Conflict Resolution; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

**Question: 384**

The PMO wants to streamline the routing and approval of project activities to provide up-to-date visibility of the status. Which of the following collaboration tools would be most appropriate to use?

- A. Real-time, multi-authoring tool
- B. Wiki knowledge base and search engine

- C. Workflow and e-signature platform
- D. File-sharing platform and storage system

**Answer: C**

**Explanation:**

A workflow and e-signature platform automates approvals, routing, and visibility of project tasks. This ensures that documents and activities are approved quickly and transparently, supporting operational efficiency. Real-time editing or file storage doesn't inherently provide workflow automation.

Reference: CompTIA Project+ PK0-005 – Collaboration & Approval Tools; CompTIA Cloud+ CV0-004 Operations & Support domain.

### **Question: 385**

Which of the following best describes why a project manager would decide to sign a fixed-price contract with a vendor?

- A. The scope of the project deliverable is clearly defined
- B. There is a non-disclosure agreement in place
- C. There are multiple requirements for the product
- D. The PM wants to simplify the logistics of the required product

**Answer: A**

**Explanation:**

A fixed-price contract is suitable when the scope is well defined and stable. This shifts cost risk to the vendor, as they must deliver within the agreed-upon price. NDAs, requirements volume, or logistics do not determine contract type as strongly as scope clarity does.

Reference: CompTIA Project+ PK0-005 – Procurement & Contracts; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

### **Question: 386**

A project team that handles sensitive data analysis recently onboarded three new employees. Which of the following

should the PM do first?

- A. Check employee security clearance
- B. Allow access to the internet on corporate computers
- C. Train the new employees to handle sensitive data
- D. Execute an analysis of the sensitive data

**Answer: A**

**Explanation:**

When onboarding new staff who will handle sensitive data, the PM must first verify their security clearance or authorization. Only authorized personnel should access sensitive systems or datasets. Training follows after confirming clearance. Data analysis itself should never begin until security requirements are validated.

Reference: CompTIA Project+ PK0-005 – Security & Compliance in Projects; CompTIA Cloud+ CV0-004 Cloud Security domain.