PK0-005 Dumps

CompTIA Project+ Certification Exam

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NEW QUESTION 1
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.

NEW QUESTION 2
A project manager buys an extended warranty for a set of servers. Which of the following risk management strategies is the manager using?

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

Answer: A

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

NEW QUESTION 3
Which of the following aspects are true of agile as compared to waterfall? (Select two).

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

Answer: DE

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

NEW QUESTION 4
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: BC

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.

NEW QUESTION 5
Which of the following activities would a project manager perform during the closing phase? (Select THREE).

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

Answer: ACG

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

NEW QUESTION 6
Several months after a project has ended, a project team member is still charging time to the project and is unable to charge time to new projects. Which of the following did the project manager neglect to do?

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

Answer: B

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

NEW QUESTION 7
A PM needs to calculate the progress of the whole project scope for a presentation to the sponsor. Which of the following is the first document the PM should update?

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

Answer: B

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

NEW QUESTION 8
A team is analyzing the backlog in order to decide what to include in the next sprint. Which of the following aspects is the most important for the team to take into consideration?

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

Answer: B

Explanation:
When analyzing the backlog to decide what to include in the next sprint, the most important aspect to consider is the impact to the project. This involves assessing which items will provide the most value and contribute significantly towards achieving the project goals. It's crucial to prioritize work that has the highest impact on the project's success.
References = The answer is based on standard agile project management practices, particularly in the context of sprint planning where prioritization is key. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources

NEW QUESTION 9
A visual that displays team progress was created for stand-up meetings. Which of the following BEST describes what is being represented on the visual?

A. Decision board
B. Whiteboard
C. Task board

D. Dashboard

Answer: C

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

NEW QUESTION 10
A team member identifies a critical issue in production. Which of the following should the project manager apply?

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

Answer: C

Explanation:
A rollback plan, also known as a backout plan, is a strategy designed to reverse changes made during a project in case of failure or undesired results1. A rollback plan is a form of risk response that allows the project to restore the previous state and minimize the impact of the issue. A rollback plan is usually created during the planning phase and implemented during the execution or closing phase of the project. The other options are not correct because:
? A compliance check is a process that ensures that the project meets the relevant standards, regulations, and requirements. A compliance check is not a risk response, but rather a quality control or assurance activity.
? A release plan is a document that outlines the scope, schedule, and resources for delivering a product or service to the customer. A release plan is not a risk response, but rather a communication or scope management tool.
? A validation check is a process that verifies that the project deliverables meet the customer's needs and expectations. A validation check is not a risk response, but rather a quality control or assurance activity. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Executing and Closing Projects, page 314; CompTIA Project+ Certification Exam Objectives, Domain 3: Project Execution, Objective 3.2: Given a scenario, execute and monitor project tasks using traditional methodologies; Backout Plan - DevX

NEW QUESTION 10
During a status meeting, the development team reviews work and finds an unforeseen dependency on one of the critical project activities. As a result, the project will most likely be delayed. Which of the following actions should the project manager MOST likely perform?

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

Answer: A

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

NEW QUESTION 14
When creating a project schedule, a project manager adds activities with zero duration. Which of the following describes these types of activities?

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

Answer: C

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

NEW QUESTION 15
Which of the following is a quality assurance tool?

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

Answer: B

Explanation:
Identifying the root cause analysis. Identifying the root cause analysis is a quality assurance tool that can help to find and eliminate the underlying causes of

quality problems or defects. Root cause analysis is a systematic process of asking why a problem occurred and tracing it back to its source. Root cause analysis can help to prevent recurrence of the same or similar problems, improve quality performance, and reduce costs and risks12

NEW QUESTION 20
After months of recruiting, a team finally found the right candidate for a very specific coding language assignment. Due to this delay, the team has a tight timeline without any float. A day before the candidate is scheduled to join the team, the project manager realizes the candidate has a non-compete agreement from the previous employer. Which of the following should the project manager do?

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

Answer: D

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

NEW QUESTION 21
Which of the following should occur when implementing an IT infrastructure change that takes risks into consideration?

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

Answer: B

Explanation:
 When implementing an IT infrastructure change that takes risks into consideration, the project manager should develop a rollback plan. A rollback plan is a contingency plan that outlines the steps that need to be taken in case the change does not work as expected. It includes a plan to roll back the changes and restore the system to its previous state. References: CompTIA Project+ Study Guide Section 3.3.
The project manager should develop a rollback plan when implementing an IT infrastructure change that takes risks into consideration. A rollback plan is a contingency plan that describes how to revert back to the previous state of the system in case of a failure or disruption during the change implementation. A rollback plan can help to minimize the impact of the change on the system performance and availability and ensure business continuity and data integrity.

NEW QUESTION 22
Two stakeholders, who have a history of animosity toward one another, are in disagreement during a project. The project's timeline depends on the stakeholders accomplishing their tasks. Which of the following conflict resolution methods would be best to utilize?

A. Smoothing
B. Confronting
C. Forcing
D. Compromising

Answer: B

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

NEW QUESTION 26
A project is moving into the user acceptance testing phase. Several resources will be needed to execute different steps in the testing plan. Which of the following would be the best tool to allow the resources to remain at their desks and only react when needed?

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

Answer: A

Explanation:
 A ticketing system is a tool that allows the project manager to assign, track, and manage tasks for the testing phase. A ticketing system can help the resources to remain at their desks and only react when needed, because they can receive notifications, updates, and feedback on their tickets through email or other channels. A ticketing system can also help the project manager to monitor the progress, quality, and issues of the testing phase, and to generate reports and metrics. A ticketing system is different from a videoconference, which is a tool that allows the project team to communicate and collaborate in real time through audio and video. A videoconference is not suitable for allowing the resources to remain at their desks and only react when needed, because it requires their active participation and attention. A ticketing system is also different from a simple messaging system, which is a tool that allows the project team to exchange text messages and files. A simple messaging system is not effective for assigning, tracking, and managing tasks for the testing phase, because it lacks the features and functions of a ticketing system, such as prioritization, categorization, status, and history. A ticketing system is also different from a corporate social media, which is a tool that allows the project team to share information and ideas through online platforms. A corporate social media is not appropriate for allowing the

resources to remain at their desks and only react when needed, because it may not be secure, reliable, or professional for the testing phase. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Execution1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 10: Project Execution2; The 15 best collaboration tools for productive teams3

NEW QUESTION 31
During a staff meeting, a project manager voices a concern about the client billing rate for a particular engineer. Which of the following documents would the project manager need in order to find this information?

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

Answer: C

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

NEW QUESTION 32
A contractor attended a project meeting that was exclusively for company employees. Which of the following actions should the PM take?

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

Answer: D

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

NEW QUESTION 37
Although a project was successfully released into production a month ago, a project manager continues to receive project-related work. Which of the following is the reason for this issue?

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

Answer: C

Explanation:
If a project manager continues to receive project-related work after the project has been released into production, it suggests that the project closure phase was not completed properly. The project closure phase involves several activities, including ensuring that all project deliverables are accepted, documenting the lessons learned, releasing project resources, and formally closing the project. If these activities are not completed, the project can remain 'open' in a sense, leading to continued work and inquiries.
References = The answer is based on standard project management practices and the importance of the project closure phase as described in project management literature. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources. Specific references to the closure phase can be found in the CompTIA Project+ PK0-005 Cert Guide1 and the CompTIA Project+ Certification Exam Objectives2.

NEW QUESTION 38
Which of the following would be considered operational security?

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

Answer: D

Explanation:
Operational security (OPSEC) is a process that prevents sensitive information from getting into the wrong hands by viewing operations from the perspective of an adversary1. Facility access is a form of OPSEC that controls who can enter and exit a physical location where sensitive data or equipment is stored or processed. Facility access can include measures such as locks, alarms, badges, biometrics, guards, and cameras. The other options are not correct because:
? Mobile device compliance is a policy that ensures that mobile devices used by employees or contractors meet certain security standards and requirements, such as encryption, password protection, antivirus, and remote wipe. Mobile device compliance is not a form of OPSEC, but rather a form of data security or device management.
? Background screening is a process that checks the criminal, financial, and employment history of a potential employee or contractor before hiring them. Background screening is not a form of OPSEC, but rather a form of human resource management or risk mitigation.

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

NEW QUESTION 42
A global franchise requests that a company provide a solution to unify its operation worldwide. Additionally, the company would like the solution to provide operation reports in real time without asking the country franchise manager for these reports. Which of the following cloud models would the company suggest to the global franchise?

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

Answer: D

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

NEW QUESTION 44
Which of the following provides the best justification for undertaking a project?

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

Answer: B

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

NEW QUESTION 49
A project manager does not have the power to reward team members when they accomplish something or penalize them when they fail to perform well. As a result, the project manager is having issues with team members. Which of the following describes this organizational structure?

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

Answer: C

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

NEW QUESTION 53
An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

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

Answer: B

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

NEW QUESTION 57

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

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

Answer: B

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

NEW QUESTION 59
A piece of equipment has malfunctioned and is stalling the completion of a deliverable for a project. Which of the following should the project manager do next?

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

Answer: D

Explanation:
This answer is based on the best practice of issue management in project management, which is to identify, analyze, prioritize, and resolve issues that affect the project performance, scope, schedule, quality, or budget12. The first step in this process is to rate the severity of the impact the issue has on the project, which involves assessing the likelihood and consequences of the issue, and assigning a rating or score to the issue based on a predefined scale or criteria34. By rating the severity of the impact, the project manager can determine the urgency and importance of the issue, and decide the appropriate course of action to address the issue56. Rating the severity of the impact is better than the other options because:
? Buying a replacement for the faulty equipment may not be feasible, cost-effective, or timely, depending on the availability, price, and delivery time of the equipment. It may also require approval from the project sponsor or other stakeholders, and may affect the project budget or scope7.
? Getting the maintenance team to resolve the issue may not be possible, depending on the nature and extent of the malfunction, the skills and availability of the maintenance team, and the warranty or service contract of the equipment. It may also take time and resources to diagnose and fix the problem, and may cause further delays or disruptions to the project8.
? Escalating the issue to the project sponsor may not be necessary, depending on the severity and complexity of the issue, and the authority and responsibility of the project manager. It may also create unnecessary alarm or confusion among the project stakeholders, and may undermine the project manager's credibility or autonomy9.
References = CompTIA Project+ Certification Study Guide, CompTIA Project+ Certification Exam Objectives, What is Issue Management?1, Issue Management Process2, How to Assess the Severity of Project Issues3, How to Prioritize Project Issues4, How to Replace Faulty Equipment in Project Management5, How to Manage Equipment Maintenance in Project Management6, How to Escalate Issues in Project Management7

NEW QUESTION 60
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. References: CompTIA Project+ Study Guide Section 3.4.1

NEW QUESTION 65
After determining the appropriate maintenance window, which of the following should occur NEXT in the operational infrastructure change process?

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

Answer: D

Explanation:
The project manager should develop a rollback plan next after determining the appropriate maintenance window in the operational infrastructure change process.
A rollback plan is a contingency plan that describes how to revert to the previous state of the system or infrastructure in case of a failure or disruption during the

change implementation. A rollback plan can help to minimize the impact and risk of the change and ensure business continuity and stability.

NEW QUESTION 67
A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

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

Answer: A

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

NEW QUESTION 71
While working with a contractor, the project manager identified a communication conflict. The contractor did not agree that there was an issue. Which of the following should the project manager and contractor review?

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

Answer: C

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

NEW QUESTION 74
How does data discovery assist with data classification'?

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

Answer: A

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

NEW QUESTION 77
A new project team started work three months ago. The team members are increasing their work productivity and are comfortable asking for help with tasks. Which of the following describes the current stage of the project team?

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

Answer: D

Explanation:
 The current stage of the project team is norming, which is the third stage of the five stages of team development. In this stage, the team members have resolved

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

NEW QUESTION 78
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 date1. 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 quality2.

NEW QUESTION 80
During a sponsor meeting, a PM is assigned to manage a new external project for an IT consultant. The sponsor wants the PM to establish an agreement regarding the exchange of money between both parties. Which of the following documents would the PM most likely create?

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

Answer: C

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

NEW QUESTION 81
Project stakeholders have asked the team to use Scrum to run a software implementation project. Which of the following is most likely to take place during a Scrum ceremony?

A. Reviewing project blockers
B. Defining roles and responsibilities
C. Establishing a project schedule
D. Determining a project budget

Answer: A

Explanation:
According to Four agile ceremonies, demystified, one of the Scrum ceremonies is the daily stand-up, which is a short meeting to discuss progress and identify blockers. Blockers are any issues or impediments that prevent the team from completing their tasks or achieving their goals. Reviewing project blockers during the daily stand-up helps the team to resolve them quickly, collaborate effectively, and stay on track1. The other options are not likely to take place during a Scrum ceremony, as they are either part of the initial project planning or outside the scope of Scrum.

NEW QUESTION 86
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. References = CompTIA Project+ Study Guide: Exam PK0-005, Third Edition, Chapter 5: Initiating the Project, page 1131; RFI, RFP, RFQ: Understanding the Differences2; Data Center Structured Cabling RFP Template3

NEW QUESTION 90
Which of the following is a typical characteristic of Scrum?

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

Answer: C

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

NEW QUESTION 91
A project team gathers weekly to review its progress. Which of the following is the project manager MOST likely to have prepared to ensure team members who are absent remain informed about assignments?

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

Answer: D

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

NEW QUESTION 96
Which of the following is a capital expense?

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

Answer: B

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

NEW QUESTION 98
A project team is developing an application that will allocate a building's parking spaces. The building owner does not agree with using corporate colors in the application and has blocked the release of the beta version for testing. Which of the following best describes what the project manager should have done in the initiation phase to prevent this issue?

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

Answer: C

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

NEW QUESTION 100

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

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

Answer: B

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

NEW QUESTION 101
A project manager has been very diligent in maintaining the version control for the documentation of requirements. Which of the following tools is the project manager using?

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

Answer: A

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

NEW QUESTION 105
For an upcoming project kickoff. a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

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

Answer: D

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

NEW QUESTION 106
Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

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

Answer: C

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

NEW QUESTION 109
Following a successful release, a project manager sent a survey to all stakeholders to gain an understanding of opportunity areas for the team. Which of the following can use the survey results as an input?

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

Answer: C

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

NEW QUESTION 112
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 performance12.
Bringing attention to the project sponsor: This is not the correct answer, as the project manager is not highlighting the role or involvement of the project sponsor, who is the person who provides the resources and authority for the project.
Sharing lessons learned: This is not the correct answer, as the project manager is not discussing the successes, challenges, or best practices of the project, which are part of the lessons learned process.
Collecting feedback: This is not the correct answer, as the project manager is not soliciting any input or opinions from the team members or other stakeholders, which are part of the feedback process.

NEW QUESTION 113
A project manager reports that the implementation of a new system is on track to be completed under budget and ahead of the schedule. A stakeholder then asks the manager to add mobile device functionality. Which of the following should the project manager do in
response to the request?

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

Answer: B

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

NEW QUESTION 117
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 project12.
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 plan12. 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 updates12. 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 customers12.

NEW QUESTION 121
During the execution phase, user accepted testing failed; nonetheless, the vendor PM is insisting that the program manager approve the invoice for this phase. Which of the following actions should the Program manager take?

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

Answer: D

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

NEW QUESTION 126
Given the following information:

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

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

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

Answer: C

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

NEW QUESTION 130
Which of the following offers administrators more direct control over operating systems?

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

Answer: A

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

NEW QUESTION 135
Which of the following can a project manager infer from the following velocity chart?
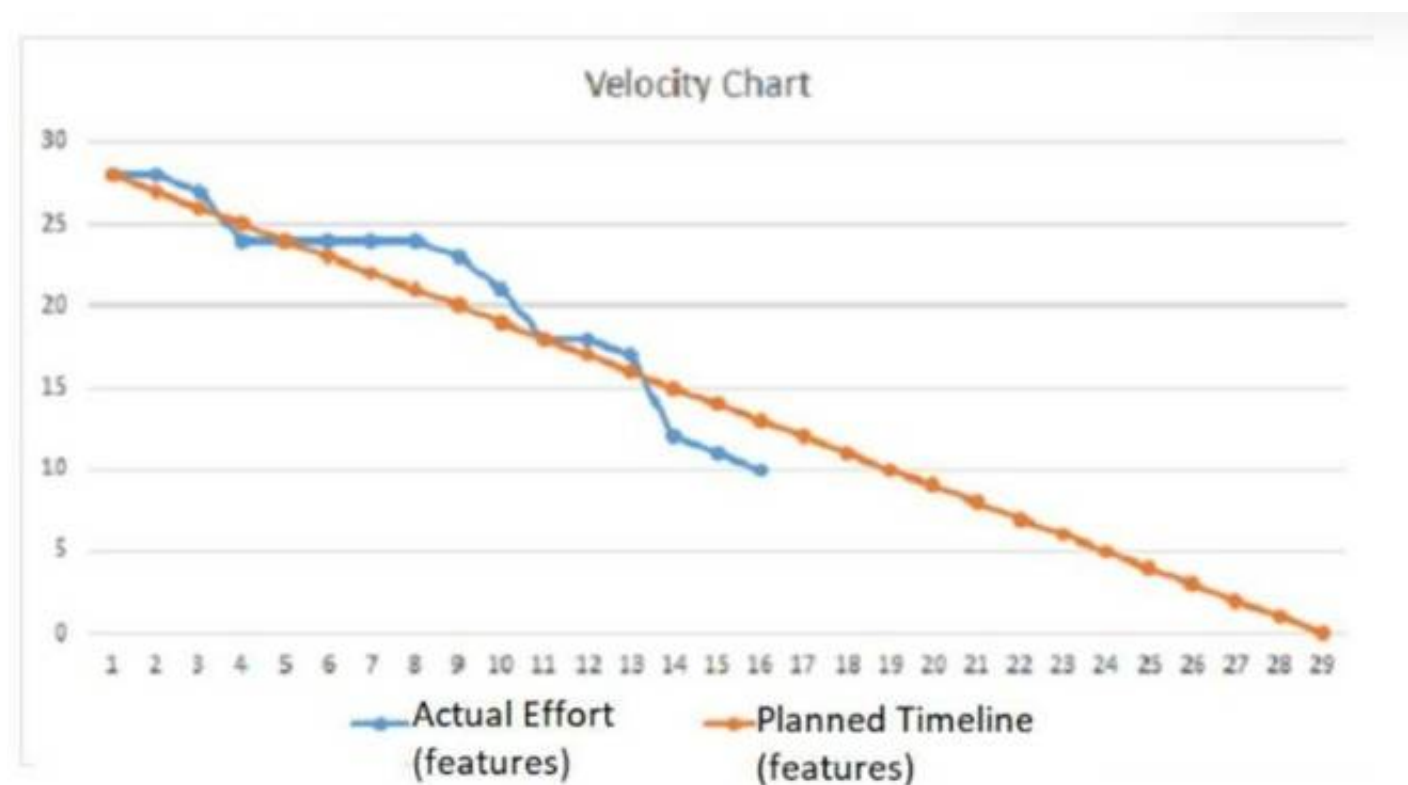
A. The project is on schedule.
B. The project Is ahead of schedule.
C. The project is behind schedule.
D. The project is at risk.

Answer: C

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

NEW QUESTION 140
A PM is working on the schedule for a project that has technical tasks and requires a SME's knowledge. The PM decides the best way to track this project is to have the project lead provide high-level updates. Which of the following is the best tool to track this data?

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

Answer: D

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

NEW QUESTION 143
Which of the following statements best describes a content management system?

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

Answer: C

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

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

NEW QUESTION 145
After new capabilities were deployed in a system, issues with preexisting capabilities were reported. Which of the following testing cycles should be used to prevent this issue?

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

Answer: D

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

NEW QUESTION 146
During the testing phase of a project, the regression test fails due to a specific item that is disrupting the entire system. Which of the following documents should the project manager use to identify who requested this item?

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

Answer: D

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

NEW QUESTION 148
A project team is working on a document to precisely describe the success criteria that should be fulfilled by a product. Which of the following documents is the team preparing?

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

Answer: A

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

NEW QUESTION 149
A PM has identified all the resources involved in a project. The next step is to identify which resources are responsible for which tasks. Which of the following should be used to document this information?

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

Answer: B

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

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

NEW QUESTION 151
A project team needs to understand what needs to be done, who needs to complete the tasks, and when the tasks need to be completed. Which of the following artifacts would be the best to capture this information?

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

Answer: C

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

NEW QUESTION 156
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. References
= The CompTIA Project+ Certification Study Guide provides detailed information on managing the project life cycle, establishing communication plans, and handling stakeholder concerns1.

NEW QUESTION 157
Which of the following requires the MOST availability from the business team?

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

Answer: B

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

NEW QUESTION 161
A meeting agenda included the following items:
. Review the goals of the project.
. Review the progress of the project.
. Discuss if the project is ready to move forward.
Which of the following best describes this type of meeting?

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

Answer: D

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

NEW QUESTION 165

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

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

Answer: D

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

NEW QUESTION 166
A project manager will conduct a release on the third Friday of the month. The project manager has notified users that the application will be unavailable for eight hours. Hence, users need to save any information in advance. Which of the following is the project manager most likely conducting?

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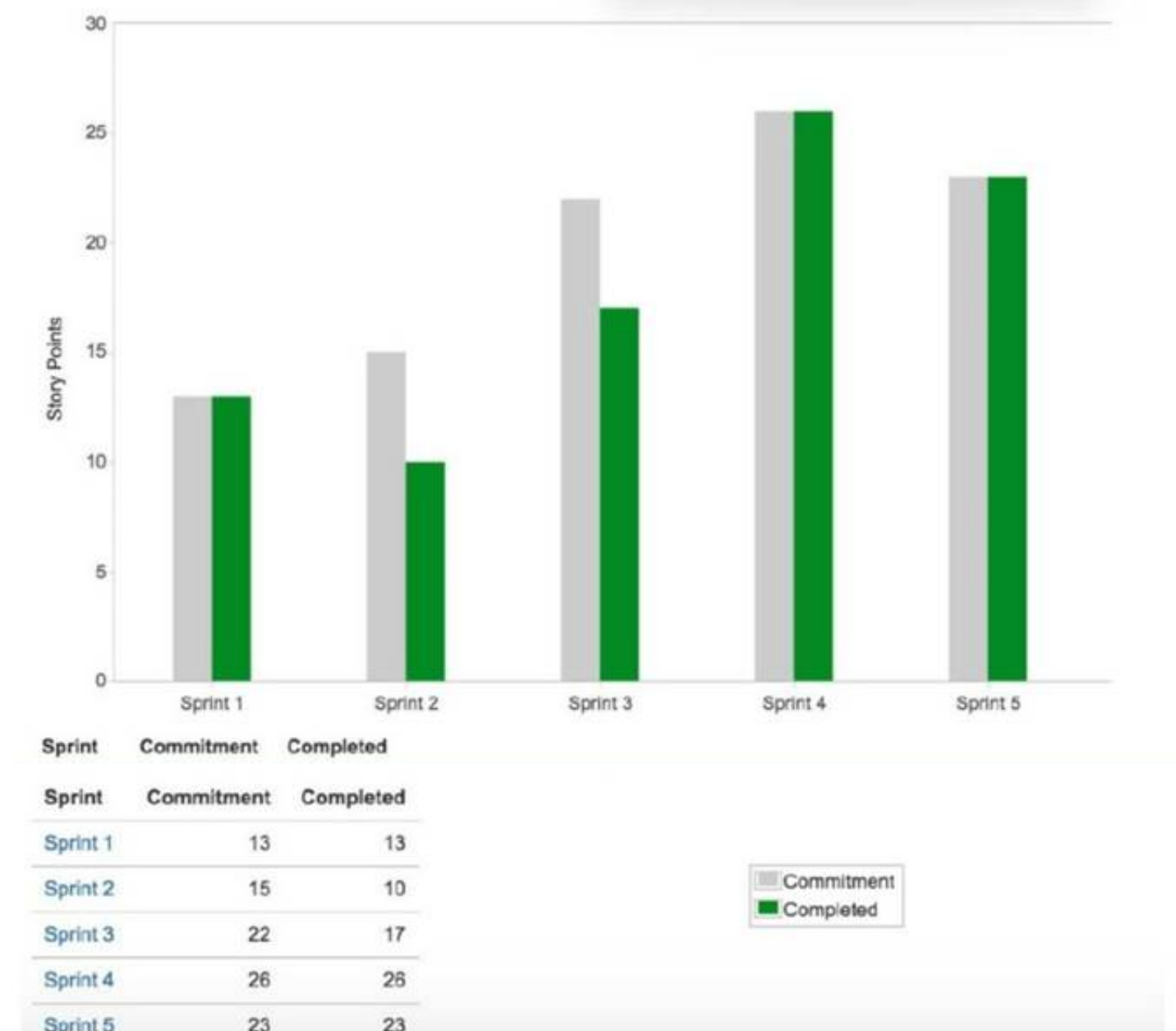C. Validation checks
D. Maintenance window schedules

Answer: A

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

NEW QUESTION 167
A project manager is monitoring team performance by comparing committed versus completed work. The project manager creates the following:

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

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

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

Answer: A

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

NEW QUESTION 169
A project team participates in a brainstorming session to define the guidance, direction, and approach for monitoring established procedures for developed products. Which of the following plans is the team creating?

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

Answer: D

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

NEW QUESTION 171
A team is working on a project that has different stages, such as initiation, planning, execution, and closure. Which of the following is this an example of?

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

Answer: B

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

NEW QUESTION 174
A risk management team for a software project decided to outsource the development of a specific portion of a system due to a lack of internal resources. Which of the following risk responses does this demonstrate?

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

Answer: B

Explanation:
Outsourcing the development of a system component due to a lack of internal resources is a risk response strategy known as 'transfer.' This approach shifts the risk to a third party who will now be responsible for managing that portion of the project. It is commonly used when an organization does not have the expertise or capacity to handle specific risks internally.
References = The answer is based on standard project management practices and the typical use of risk response strategies in the field. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 175
A project manager has been scheduling and facilitating project meetings, scribing the minutes, distributing the minutes, and sending agendas prior to upcoming meetings. However, the project manager is frustrated because action items are not being completed. Which of the following should the project manager do to alleviate these concerns?

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

Answer: C

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

NEW QUESTION 179

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 it3

NEW QUESTION 183
During a code implementation, a senior developer and junior tester are discussing the testing scenarios that were performed. A major malfunction resulted in an inoperative product condition. As a result, the team was forced to work until midnight to restore operations. Which of the following should the PM have generated FIRST to alleviate the impact of this issue prior to deployment?

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

Answer: D

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

NEW QUESTION 186
During a quality analysis review, the causes of several issues have been highlighted. Which of the following should the project manager use to identify the MOST important causes?

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

Answer: C

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

NEW QUESTION 188
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. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 3: Project Communications Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 3: Project Communications Management2; The 15 best collaboration tools for productive teams3

NEW QUESTION 190
A PM is working on a strategy to store records. Which of the following dements must be included in this plan? (Select TWO)

A. Data management
B. Issue management

C. Work breakdown structure
D. Document management
E. Communication management
F. Risk management

Answer: AD

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

NEW QUESTION 191
During a brainstorming session, a project team is elaborating on what caused the unexpected crash of the website that the team was developing. Given the following:
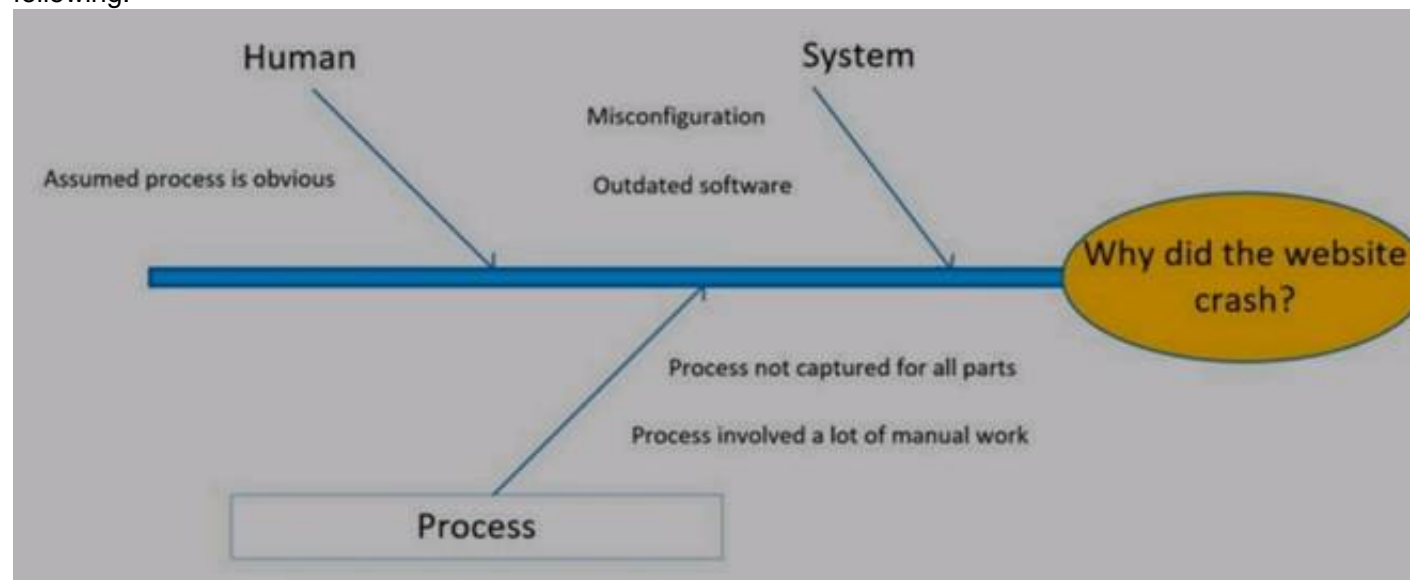
Which of the following was the initial cause of the issue?

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

Answer: B

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

NEW QUESTION 194
A project is running over budget, and due to new legislation in the country, the company needs to release all its contractors on the project or hire them as full-time employees. Which of the following should the PM do next to comply with the new legislation?

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

Answer: A

Explanation:
 In response to new legislation requiring the release of contractors or their conversion to full-time employees, the project manager should prioritize compliance with the law. This may involve using only full-time employees, even if it results in project delays. The focus should be on legal compliance and the ethical treatment of workers, rather than solely on project timelines.
References = The answer is based on standard project management practices and the typical response to changes in legislation affecting project staffing. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

NEW QUESTION 197
A PM is responsible for implementing a new customer relationship management system and has learned that the sales organization is reluctant to utilize the new system. The organization's reluctance could jeopardize the success of the project. Which of the following steps should be taken to understand the adoption issues and gain organizational acceptance of the initiative? (Select TWO).

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

Answer: CD

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

NEW QUESTION 199
Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

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

Answer: C

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

NEW QUESTION 203
A PM is working with stakeholders in the discovery phase and comparing the cost of the project to the cost savings the project will produce when it is complete. The output of this exercise will produce the:

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

Answer: A

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

NEW QUESTION 204
A project manager is overseeing the implementation of a major upgrade to a critical ERP system. The project sponsor is requiring that the upgrade should not exceed more than three hours of downtime for the implementation and validation in production. During cutover, the team runs into a validation issue after 2.5 hours, and the process is only 70% through the validation steps Which of the following actions should the project manager take?

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

Answer: C

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

NEW QUESTION 205
A project manager has been informed that the delivery of required IT equipment will be delayed. Which of the following is the FIRST step the project manager should take?

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

Answer: A

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

NEW QUESTION 208
A project manager receives an escalation from an external group reporting that an expected deliverable should have been available some time ago. After analysis, the project team realizes the deliverable was provided on time. Which of the following should the project manager do next?

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

Answer: D

Explanation:
 When a project manager receives an escalation about a deliverable that was actually provided on time, it indicates a communication issue. The next step should be to revise the communication plan to ensure that all stakeholders are properly informed about project progress and deliverables in the future. This helps to prevent misunderstandings and ensures that everyone has the correct information.
References = CompTIA Project+ Certification Study Guide (PK0-005)

NEW QUESTION 212
Two project team members are assigned to set up new work areas and are disagreeing about the placement of hardware and peripherals at the end users' desks. The requirements do not specify where to place the items, just what is needed in each space. Which of the following should the project manager do to resolve the conflict?

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

Answer: D

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

NEW QUESTION 214
Two team members have a minor disagreement on how a task should be performed. The project manager plans to meet with the team members to discuss the matter. Which of the following techniques should the project manager use to emphasize the areas of agreement and downplay the opposing views?

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

Answer: C

Explanation:
 Smoothing is a conflict resolution technique that involves emphasizing the areas of agreement and minimizing the areas of difference. It is useful when the conflict is minor and the relationship between the parties is more important than the issue. Smoothing can help maintain harmony and avoid further escalation of the conflict1.

NEW QUESTION 217
A project sponsor asked the PM to provide a summary of the current financial status. The PM uses the following burn up chart for the analysis:
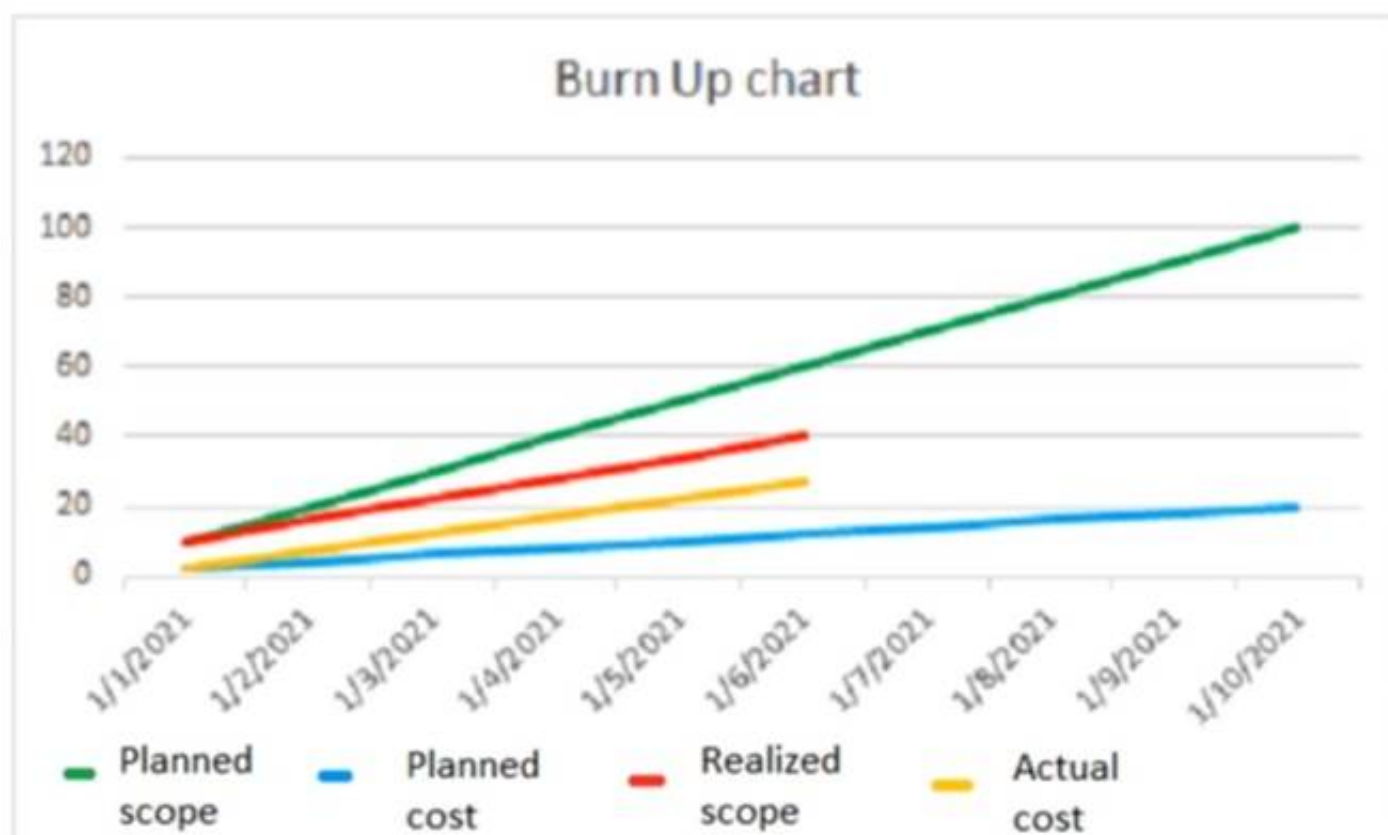
Based on the chart, which of the following is the current status of the project?

A. Behind schedule and over budget
B. Behind schedule and under budget

C. Ahead of schedule and over budget
D. Ahead of schedule and under budget

Answer: A

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

NEW QUESTION 218
Which of the following provides a layered approach to logging in to systems that contain an organization's most valuable intellectual property?

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

Answer: C

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

NEW QUESTION 222
A PM wants to add a chart to the monthly status report to show major accomplishments for key events. Which of the following is the best chart to use?

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

Answer: A

Explanation:
A milestone chart is the best chart to use to show major accomplishments for key events, because it displays the important deliverables or outcomes of a project along a timeline12. A milestone chart can provide a high-level overview of the project progress and achievements, without showing the details of each task or activity34. A milestone chart can also help communicate the project status and expectations to the stakeholders, and identify any potential risks or delays that may affect the project completion56. References = CompTIA Project+ Certification Study Guide7, CompTIA Project+ Certification Exam Objectives8, What is a Milestone Chart?1, How to Create a Milestone Chart in Excel in 3 Steps2, Milestone Chart: The Easiest Way to Track Project Milestones3, How to Use Milestones in Project Management4

NEW QUESTION 225
During a brainstorming meeting, a project manager identifies multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals. Which of the following plans is the project manager creating?

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

Answer: C

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

NEW QUESTION 226
A project manager is organizing and running a project closure meeting. Which of the following best describes the objective of this meeting?

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

Answer: B

Explanation:
A project closure meeting is a formal gathering held at the end of a project timeline. Its chief purpose is to evaluate the project's performance, identify and discuss the achieved outcomes, successes, and challenges, and confirm that all predefined tasks and objectives have been completed successfully1. The project closure

meeting also involves obtaining project sign-off from all necessary parties, such as the project sponsor, the client, the stakeholders, and the team members. Project sign-off is the official approval that the project has met the agreed-upon criteria and quality standards, and that the project is formally closed2.

NEW QUESTION 228
A project team is working remotely from different locations across the country. As part of a lessons-learned exercise, the project manager would like to identify the level of engagement among project team members. Which of the following would be the best tool for the project manager to use?

A. Meeting chat
B. Email
C. Real-time survey
D. Whiteboard

Answer: C

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

NEW QUESTION 233
A stakeholder works in a remote location and has not been replying to emails. The Internet service in that location is intermittent, and the stakeholder prefers to be contacted by telephone. Which of the following artifacts should the project manager have prepared to avoid this situation?

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

Answer: B

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

NEW QUESTION 236
A customer requests some changes to a product, and those changes are approved by the CCB. Which of the following should be changed first?

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

Answer: D

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

NEW QUESTION 237
After a release, the project sponsor received an escalation from an executive about the
extension of the downtime after the scheduled window. Which of the following should be added to the issue log?

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

Answer: C

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

NEW QUESTION 239
A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

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

Answer: A

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

NEW QUESTION 244
A critical business initiative introduced new processes and technology to the organization. Which of the following approaches should be used to ensure the deliverables are increasingly adopted and leveraged by the organization over time?

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

Answer: D

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

NEW QUESTION 249
In the initiation phase, a PM is reviewing the objectives, the high-level requirements, the success criteria, and the budget resources. Which of the following action items will benefit from this analysis?

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

Answer: B

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

NEW QUESTION 251
A PM learns about some communication issues with different stakeholders and team members. Which of the following should the PM do NEXT?

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

Answer: C

Explanation:
 The project manager should review the communication plan after learning about some communication issues with different stakeholders and team members. A communication plan is a document that defines and documents the communication goals, strategies, methods, channels, frequency, roles, and responsibilities for a project. A communication plan can help to facilitate effective and timely communication among all stakeholders involved in a project and avoid confusion, misunderstanding, or conflicts.

NEW QUESTION 254
Which of the following would be the NEXT document a project manager should update once the need to procure goods and/or services is identified?

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

Answer: B

Explanation:
 The statement of work (SOW) would be the next document that a project manager should update once the need to procure goods and/or services is identified. A

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

NEW QUESTION 257
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. References = 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.

NEW QUESTION 259
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.

NEW QUESTION 263
A project team member wrote a user guide over the past ten days. Given the following scatter diagram.
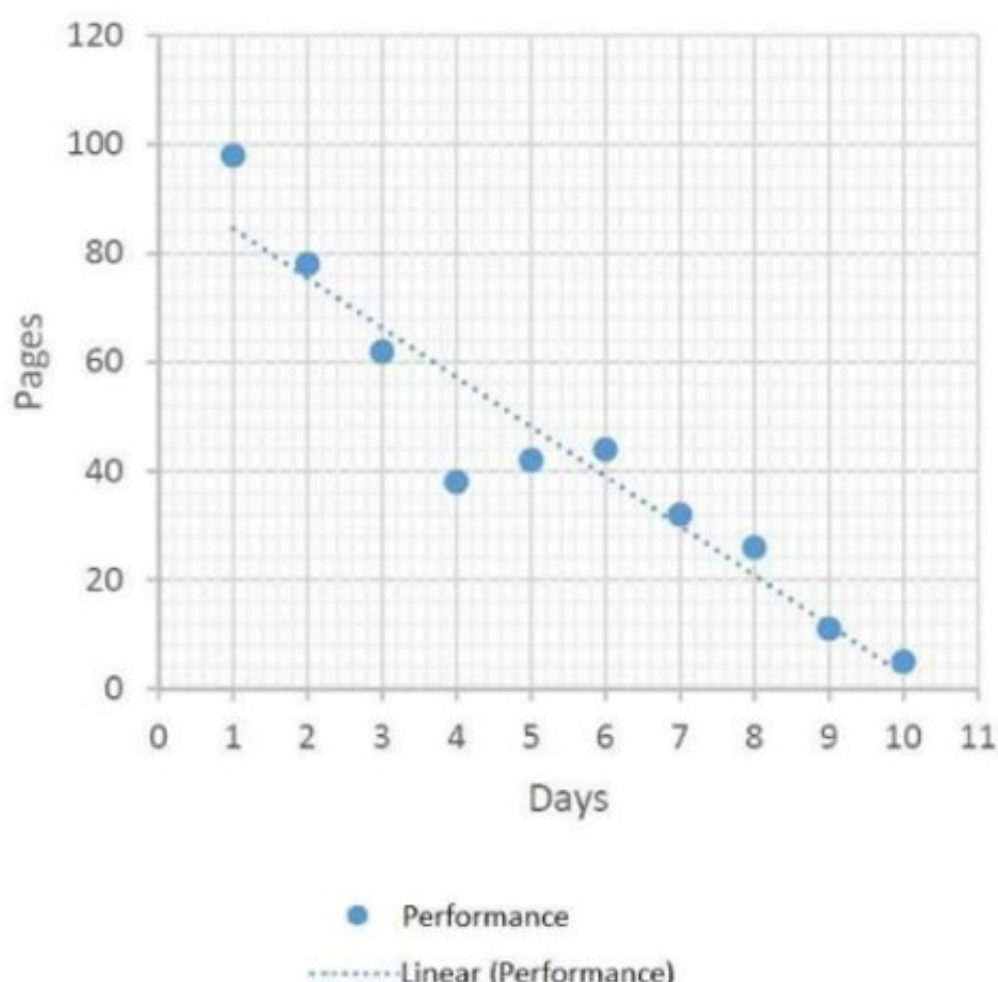
Which erf the following can be formally conducted?

A. The team member prioritized other tasks over the completion of this task
B. The learn member had performance issues over time.
C. There is a negative correlation with 6me and output
D. This is a display of units of outstanding work to predict completion

Answer: C

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

NEW QUESTION 268
Government projects require that personnel submit to background screenings for certain clearance requirements. Which of the following best describes this process?

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

Answer: B

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

NEW QUESTION 269
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