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### NEW QUESTION: 1

Which of the following are characteristics of a project? (Choose two.)

- A. Ongoing
- B. Temporary
- C. Start and finish
- D. Achieving a goal
- E. Consisting of milestones
- F. Restricting the budget

Answer: [\(SHOW ANSWER\)](#)

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 27

### NEW QUESTION: 2

A project coordinator logs potential events that can affect project constraints, and then records the results of brainstorming of potential strategies. Which of the following documents should the project coordinator use?

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

Answer: [C \(LEAVE A REPLY\)](#)

### NEW QUESTION: 3

A project has been experiencing some difficulties due to third-party vendors. The project manager should request.

- A. Additional resources
- B. A gate review
- C. A risk register update
- D. A performance audit

**Answer: (SHOW ANSWER)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 272

**NEW QUESTION: 4**

Team members have reported that meetings are poorly attended and unproductive.

Which of the following steps can the project manager take to make the meetings more productive?

- A. Discontinue the meetings with the poorest attendance.
- B. Decrease the length of the meetings.
- C. Distribute an agenda before each meeting.
- D. Document team member attendance and report it to management.

**Answer: C (LEAVE A REPLY)**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 326

**NEW QUESTION: 5**

A risk with a high probability and medium consequence to a project has been identified. In response, the project manager has purchased an insurance plan with the intent to provide additional funds if the risk is realized. There is no risk to the schedule or scope. Which of the following types of risk strategies is this an example of?

- A. Accept risk
- B. Transfer risk
- C. Mitigate risk
- D. Exploit risk
- E. Avoid risk

**Answer: B (LEAVE A REPLY)**

Explanation

Explanation

"Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**NEW QUESTION: 6**

Which of the following are characteristics of a project? (Choose two.)

- A. Ongoing
- B. Temporary
- C. Start and finish
- D. Achieving a goal
- E. Consisting of milestones
- F. Restricting the budget

**Answer: (SHOW ANSWER)**

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 27

**NEW QUESTION: 7**

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. TCPI
- B. EAC
- C. BAC
- D. ETC

Answer: [\(SHOW ANSWER\)](#)

**NEW QUESTION: 8**

Which of the following are characteristics of qualitative risk assessments as opposed to quantitative? (Choose two.)

- A. Qualitative assessments are faster.
- B. Qualitative assessments are more difficult.
- C. Qualitative assessments better identify opportunities.
- D. Qualitative assessments provide more accurate results.
- E. Qualitative assessments require fewer resources.

Answer: **A,E** ([LEAVE A REPLY](#))

**NEW QUESTION: 9**

A project manager is unsure if the quality of a deliverable from a SME meets specifications.

Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Send an email outlining the concerns to the team member.
- C. Send a project team meeting to obtain feedback from everyone.
- D. Post the issue on the wiki page for input from stakeholders.

Answer: **A** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

**NEW QUESTION: 10**

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints Which of the following documents should the project manager use to obtain this information?

- A. Balanced scorecard
- B. Project schedule
- C. Issue log
- D. Status report

Answer: **B** ([LEAVE A REPLY](#))

**NEW QUESTION: 11**

A critical stakeholder has requested additional status updated beyond the schedule.

Which of the following factors MOST likely needs to be accounted for when communicating with this stakeholder?

- A. Confidentiality
- B. Criticality
- C. Frequency

D. Cultural differences

**Answer: C** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 265

**NEW QUESTION: 12**

A governance committee has just approved a new project. The project scheduler is now developing the project schedule. Which of the following activities should be done FIRST?

- A. Add resources.
- B. Add the start and finish dates
- C. Add durations.
- D. Add tasks.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 13**

Which of the following should be used to identify where slack is occurring in the project schedule and determine the critical path? (Choose two.)

- A. Fishbone diagram
- B. Project charter
- C. Arrow diagram method
- D. PERT chart
- E. RACI matrix
- F. Risk register

**Answer: A,D** ([LEAVE A REPLY](#))

**NEW QUESTION: 14**

A project team is identifying, rating the probability of, and determining the impact on potential problems throughout the project. The team is also including the corresponding actions to take.

Which of the following activities does this describe?

- A. Risk identification
- B. Risk planning
- C. Risk qualification
- D. Risk quantification

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 15**

Which of the following risk strategies is represented by the purchase of insurance?

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

**Answer: C** ([LEAVE A REPLY](#))

"Transfer: Moving the liability for the risk to a third party by purchasing insurance, performance bonds, and so on"

**NEW QUESTION: 16**

A key stakeholder asked several members of the project team to make project changes without submitting them for approval. Because the stakeholder is related to the Chief Executive Officer (CEO), the team members are reluctant to deny these requests. Which of the following should the project manager do FIRST to control this situation?

- A. Have the team members deny all change requests from this stakeholder
- B. Request additional resources from the project team to complete the change requests from the key stakeholder
- C. Contact the key stakeholder to encourage the submission of written change requests
- D. Ask the project sponsor for more funding to anticipate the change requests from the key stakeholder

**Answer: C (LEAVE A REPLY)**

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**NEW QUESTION: 17**

A project manager has been assigned a complex project and does not know all the activities required to complete it.

Which of the following if the BEST approach to determine the work packages for the WBS?

- A. Brainstorming
- B. Analogous
- C. Bottom-up
- D. Forward pass

**Answer: C (LEAVE A REPLY)**

Explanation/Reference:

**NEW QUESTION: 18**

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. EAC
- B. BAC
- C. TCPI
- D. ETC

**Answer: (SHOW ANSWER)**

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

**NEW QUESTION: 19**

A concrete pad needs to be laid for a new house and requires three days to cure. The project manager notes that rain may be in the immediate forecast.

Which of the following would BEST avoid the risk of rain damage?

- A. Place a tarp over the fresh concrete to protect it.
- B. Refinish the concrete if it rains during that time.

- C. Wait to pour the concrete until rain is not in the forecast.
- D. Pour the concrete as quickly as possible to allow the most drying time.

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 20**

A hurricane occurs in an area where several key project resources are located. When reviewing the project dashboard, the project sponsor sees the project is behind schedule and asks the project manager for an explanation. Which of the following documents should the project manager examine NEXT to provide an explanation?

- A. Issue log
- B. Project schedule
- C. Budget
- D. Meeting minutes

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 21**

A project manager keeps a running log of all action items for a project and publishes the log on the intranet site. Despite being accessible by the entire project team, action items are not updated as completed.

Based on the above action item log, which of the following is the MOST likely reason for this behavior?

- A. The project manager has not followed up to ensure the tasks are completed.
- B. The project team members do not know how to access the action log on the intranet site.
- C. The project team members do not know who is responsible for working the actions
- D. The project team members have not been trained on closing action items.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 22**

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

- A. Project team members
- B. Project sponsor
- C. Project manager
- D. Project scheduler

**Answer: B ([LEAVE A REPLY](#))**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 82

**NEW QUESTION: 23**

A newly developed claims processing system will require users of the prior system to be trained to use the new system. During which of the following project phases should the training occur?

- A. Monitoring and controlling
- B. Planning
- C. Executing
- D. Closing

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 24**

The PMO is responsible for: (Choose two.)

- A. managing the project plan, scope, risk, and budget.
- B. contributing expertise, deliverables, and estimates of costs.
- C. setting standards and practices for the organization and providing governance.
- D. outlining consequences of non-performance and coordinating between disparate projects.
- E. approving funding, developing the project schedule, and gathering high-level requirements.

**Answer: C,D ([LEAVE A REPLY](#))**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 85

**NEW QUESTION: 25**

A project team is brainstorming and documenting what might go wrong in a project, the possible impact, and potential actions should certain situations arise.

Which of the following contains actions the team is MOST likely to consider?

- A. Identify, collaborate, quantify
- B. Stop, review, plan
- C. Accept, mitigate, transfer
- D. Prioritize, qualify, engage

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 26**

A company's Chief Executive Officer (CEO) has asked the project manager to update upper management regarding the status of a project. The project manager sends weekly written reports to the CEO and upper management. The project manager receives feedback that several administrators are frustrated with the level of detail and the frequency of the updates.

Which of the following is the BEST step for the project manager to take to resolve this issue?

- A. Customize the reports for each administrator in their preferred manner.
- B. Start giving verbal reports to upper management so they can hear about the project in person.
- C. Set up a meeting with the supervisor to discuss and resolve the issue.
- D. Stop sending reports and wait for upper management to talk to the project manager about their preferences.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 27**

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

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

**Answer: B ([LEAVE A REPLY](#))**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 112

**NEW QUESTION: 28**

Which of the following is a team-building stage that involves the team learning to trust one another's abilities and begin working together as a productive group?

- A. Storming
- B. Norming
- C. Performing

Norming is where things begin to calm down. Team members know each other fairly well by now. They're comfortable with their positions in the team, and they begin to deal with project problems instead of people problems. "Decisions are made jointly at this stage, and team members "exhibit mutual respect and familiarity with one another.

- D. Forming

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 29**

Which of the following metrics are used to determine a project's EAC?

- A. Baseline costs plus actual costs
- B. Planned costs minus actual costs
- C. Forecasted costs minus actual costs
- D. Forecasted costs plus actual costs

**Answer:** B ([LEAVE A REPLY](#))

**NEW QUESTION: 30**

In which of the following categories does a business process change fit?

- A. Project change
- B. Organizational change
- C. General change
- D. Departmental change

**Answer:** ([SHOW ANSWER](#))

"Business process changes typically occur within the organization. An example of a business process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**NEW QUESTION: 31**

At that will result in minor changes to the project budget and schedule.

The project manager is concerned that the requests will lead to:

- A. scope creep.
- B. time constraints.
- C. quality control issues.
- D. additional risks.

**Answer:** ([SHOW ANSWER](#))

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**NEW QUESTION: 32**

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A. Hosting a web conference meeting is the best method It gives the project manager the opportunity to explain the announcement and answer any questions from the team.
- B. Composing a project team email with the details of the announcement is the best method It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- C. Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
- D. Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 33**

A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

- A. Resource loading
- B. Prioritizing tasks
- C. Resource leveling
- D. Allocating resources

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 34**

A company has dictated project scope changes but has stated that the original budget still applies.

Which of the following will MOST likely be impacted by the changes?

- A. Quality
- B. Regulations
- C. Schedule
- D. project team

**Answer: C (LEAVE A REPLY)**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

**NEW QUESTION: 35**

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action.

Which of the following techniques is the project manager using?

- A. Compromising
- B. Smoothing
- C. Withdrawing
- D. Accepting

**Answer:** ([SHOW ANSWER](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

**NEW QUESTION: 36**

Which of the following shows projected project expenditures?

- A. Cash burn rate
- B. Cash flow schedule
- C. Budget milestone
- D. Work breakdown structure

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 37**

A carpenter on a project team reports there is insufficient time to accomplish tasks on schedule.

Which of the following is the FIRST step the project manager should take?

- A. Assess the risk register's new items.
- B. Review the task start and finish dates.
- C. Obtain additional resources.
- D. Analyze the assigned hours.

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 38**

A program manager informs a project manager that a new, high-priority project has been approved and will need the current project's resources before the scheduled project close date. The project team meets and determines that the project should be fast-tracked.

Which of the following documents should the project team reference to fast-track the project? (Choose two.)

- A. Scope management plan
- B. Configuration management plan
- C. Network diagram
- D. Project schedule
- E. Project plan

**Answer:** C,D ([LEAVE A REPLY](#))

Explanation

Explanation/Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 171

**NEW QUESTION: 39**

Which of the following project documents should be used to record the occurrence of an unplanned event?

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

**Answer:** D ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

**NEW QUESTION: 40**

The project manager for a TV tower construction project receives notification that a strong storm is expected the following week. Which of the following should the project manager do NEXT?

- A. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
- B. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
- C. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.
- D. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 41**

A project manager is scheduling activities and determines one activity cannot be completed until another activity is completed. Which of the following dependency relationships is represented?

- A. FF
- B. FS
- C. SS
- D. SF

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 42**

Which of the following metrics demonstrates to a project manager if a project is overspending or underspending?

- A. EAC
- B. BAC
- C. CPI
- D. ETC

**Answer: C** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 231

**NEW QUESTION: 43**

A project manager needs to track the actual and estimated start and finish dates of all WBS work packages.

Which of the following is a necessary step to record the actual durations?

- A. Establish and set the baseline.
- B. Establish the tollgates.
- C. Establish each WBS work package resource.
- D. Establish and set the quality gates.

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 44**

Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option.

This type of conflict resolution is known as:

- A. forcing.
- B. avoiding.
- C. smoothing.
- D. compromising.

**Answer: A** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

#### **NEW QUESTION: 45**

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints.

Which of the following documents should the project manager use to obtain this information?

- A. Issue log
- B. Status report
- C. Project schedule
- D. Balanced scorecard

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 46**

A project manager is unsure if the quality of a deliverable from a SME meets specifications

Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Post the issue on the wiki page for input from stakeholders
- C. Send an email outlining the concerns to the team member.
- D. Schedule a project team meeting to obtain feedback from everyone.

**Answer: (SHOW ANSWER)**

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#### **NEW QUESTION: 47**

To resolve a dispute between two project team members, the project manager allows both parties to provide input on the final design. Which of the following resolution techniques is being used?

- A. Compromising
- B. Avoiding

- C. Smoothing
- D. Negotiating

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 48**

A team member has completed an assigned task. Which of the following roles should be notified FIRST?

- A. Project sponsor
- B. Key stakeholders
- C. Project manager
- D. Project team

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 49**

Two team members completely disagree on how to complete a specific task. The project manager observes the conflict but takes no immediate action. Which of the following techniques is the project manager using?

- A. Compromising
- B. Smoothing
- C. Withdrawing
- D. Accepting

**Answer: C** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

**NEW QUESTION: 50**

The project's network map has a loop with multiple project outcomes. This is the result of which of the following scheduling tools?

- A. Critical Path Analysis
- B. Establishing project schedule baselines
- C. Critical Chain Method
- D. Graphical evaluation and review technique

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 51**

Many questions have arisen regarding a newly identified project. Project team members are anxious to know who will be part of the team and what the project will deliver. Which of the following would be the BEST way to provide this information?

- A. Status report
- B. Kickoff meeting
- C. CCB meeting
- D. Company-wide email

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 52**

A project manager is reviewing a project's status and finds that while it is 25% under budget, there are significant quality defects, and the project is behind by six weeks. Which of the following should the project manager increase to BEST resolve this issue?

- A. Resources
- B. Quality
- C. Schedule
- D. Scope

**Answer: A** ([LEAVE A REPLY](#))

Resources on a project schedule typically refer to human resources and/or consulting or contracting resources who will work on the tasks.

#### **NEW QUESTION: 53**

Which of the following is a characteristics of a matrix organization?

- A. Authority lies solely with the project manager.
- B. Authority is directed by the project architect.
- C. Authority is shared between the project manager and project coordinator.
- D. Authority is shared between functional and project managers.

**Answer: D** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 56

#### **NEW QUESTION: 54**

Upper management asks a project sponsor to provide several ad hoc reports as a brief overview of the project's current status.

Which of the following types of reports should the project sponsor use to quickly summarize the status report data?

- A. Project schedule
- B. Pie chart
- C. Dashboard information
- D. Run chart

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 55**

A project manager is determining a project's critical path to report the projected completion date to stakeholders.

Which of the following information will be required? (Choose two.)

- A. Costs
- B. Holidays
- C. Dependencies
- D. Milestones
- E. Durations
- F. Schedules

**Answer: C,E** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 56**

During a project, there has been a high turnover of resources provided by a third-party vendor. The project team claims the resources are unable to complete tasks in a timely manner. The vendor assures the team that more resources will be provided to complete the project. Which of the following could have caused the issue with the resources?

- A. Benched resources
- B. Interproject resource contention
- C. Shared resources
- D. Low-quality resources

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 57**

A project manager is justifying a required change with the associated impact on the project. Which of the following is the NEXT step?

- A. Auditing
- B. Validation
- C. Approval
- D. Implementation

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 58**

A project manager has contracted a third-party vendor to achieve milestones. Which of the following risk strategies is the project manager applying?

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

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 59**

A project manager has received documented approval from management to begin a project and the authority to start assigning resources to the project. The project manager has received the:

- A. project request.
- B. project plan.
- C. statement of work.
- D. project charter.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 60**

A new project charter is being drafted.

Which of the following would be the BEST source for the high-level project requirements?

- A. Sponsor
- B. Project manager
- C. Project management office
- D. Project team

**Answer: (SHOW ANSWER)**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

**NEW QUESTION: 61**

A project stakeholder approaches the project manager and wishes to know how long the vendor will provide support for the application being developed for the project.

This information should be provided during the:

- A. stand-up meeting.
- B. closure meeting.
- C. team meeting.
- D. kickoff meeting.

**Answer: A** ([LEAVE A REPLY](#))

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**NEW QUESTION: 62**

A stakeholder is unaware of a project's status.

Which of the following documents should the project manager consult to ensure all stakeholders are notified of project changes? (Choose two.)

- A. Status report
- B. Organizational chart
- C. RACI matrix
- D. Meeting minutes
- E. Communication plan

**Answer: (SHOW ANSWER)**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

**NEW QUESTION: 63**

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. EAC
- B. BAC
- C. TCPI
- D. ETC

**Answer: (SHOW ANSWER)**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

**NEW QUESTION: 64**

Which of the following includes setting governance gates as well as predecessors and dependencies?

- A. Project scheduling
- B. Project constraints
- C. Project communication
- D. Project change control

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 65**

Which of the following activities is MOST likely to be completed in the closing project phase?

- A. Testing deliverables
- B. Performing a final quality check
- C. Operational training
- D. Updating the scope statement

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 66**

Which of the following are characteristics of a matrix organization? (Choose three.)

- A. The project manager has full authority.
- B. Resources report directly to the functional manager.
- C. Authority is shared between functional and project managers.
- D. Resources are assigned from functional area to project.
- E. There is ad hoc resourcing.
- F. The organization utilizes a bench.
- G. The project manager authority ranges from strong to weak.

**Answer: C,D,E** ([LEAVE A REPLY](#))

Explanation

**NEW QUESTION: 67**

A project team completed a brainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

- A. Risk planning
- B. Risk response
- C. Risk identification
- D. Risk quantification

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 68**

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. EAC
- B. BAC
- C. TCPI
- D. ETC

**Answer: A** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

**NEW QUESTION: 69**

A project manager has an opportunity to add a highly skilled expert to the team who can increase the following risk strategies should the project manager adopt?

- A. Exploitation
- B. Acceptance
- C. Mitigation
- D. Avoidance

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 70**

The project manager was asked to provide recommendations for the removal of a vendor.

A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation. Which of the following should the project manager bring to the meeting to support this recommendation? (Select TWO)

- A. A procurement plan to show why the vendor should be replaced
- B. The scope statement to show why the vendor should be replaced
- C. A change management plan to have the vendor replaced
- D. The issue log to show why the vendor should be replaced
- E. The team action items to show why the vendor should be replaced

**Answer: C,D** ([LEAVE A REPLY](#))

**NEW QUESTION: 71**

A project manager is managing a transnational project. One of the key team members is having difficulties understanding the client requirements Which of the following actions would be BEST for the project manager to take?

- A. Purchase a language translation program
- B. Ask the client to provide requirements in the native language of the team
- C. Ask the client to provide additional language resources to the team.
- D. Hire a translator to help the key team member

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 72**

While developing a project schedule, the project manager is attempting to sequence the following tasks:

Which of the following is the correct sequence for the above tasks?

- A. D, B, E, F, C, A
- B. F, A, B, C, E, D
- C. F, E, C, B, A, D
- D. F, C, A, E, B, D

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 73**

A new project charter is being drafted.

Which of the following would be the BEST source for the high-level project requirements?

- A. Project team
- B. Project management office
- C. Sponsor
- D. Project manager

**Answer: C ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 74**

A senior manager asks a project manager for an estimated budget on a new project.

Which of the following is the BEST step for the project manager to take?

- A. Tell the senior manager the estimation is not available yet.
- B. Use the budget from a similar project to generate estimates.
- C. Ask a SME for an opinion and propose an estimate.
- D. Gather the team to immediately generate estimates.

**Answer: B ([LEAVE A REPLY](#))**

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 164

#### **NEW QUESTION: 75**

During the initiation phase, a project manager has asked for a document containing the high-level objectives and goals for a project.

Which of the following documents would contain these items?

- A. Business case
- B. Requirements document
- C. Project timeline
- D. Task plan

**Answer: ([SHOW ANSWER](#))**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 138

#### **NEW QUESTION: 76**

During a project assessment, a project manager determines the initial project cost estimates were incorrect, and there is not enough budget left, including reserves, to complete the project.

Which of the following actions should the project manager take?

- A. Alert the project sponsor of the situation.
- B. Contact the customer and request more funding.
- C. Announce the project will end early due to lack of funds.
- D. Attempt to save money in downstream activities.

**Answer: A ([LEAVE A REPLY](#))**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 233

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**NEW QUESTION: 77**

Which of the following measurements would give the project manager the BEST estimate of the total cost of an active project?

- A. EAC
- B. BAC
- C. TCPI
- D. ETC

**Answer: D (LEAVE A REPLY)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

**NEW QUESTION: 78**

A project manager was directed to complete a project sooner than previously planned. Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Increase the budget
- B. Decrease staff
- C. Update the WBS
- D. Reduce the scope

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 79**

During a project, the project manager discovers there is insufficient time allotted for quality control. The project manager prepared to submit a revised schedule to the CCB. Given the attached chart, which of the following is the critical path if one day is added to each task for quality control?

- A. 22 days
- B. 17 days
- C. 12 days
- D. 16 days

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 80**

Which of the following defines a group of projects that work together to achieve a common goal?

- A. Product
- B. Portfolio
- C. Program
- D. Project plan

**Answer: C (LEAVE A REPLY)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 71

**NEW QUESTION: 81**

A security breach was identified within a large company. The authentication server crashed, and employees are unable to access their accounts. Which of the following project constraints will MOST likely be impacted by this issue?

- A. Budget
- B. Quality
- C. Scope
- D. Timeline

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 82**

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

- A. Project team members
- B. Project sponsor
- C. Project manager
- D. Project scheduler

**Answer: C (LEAVE A REPLY)**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 82

**NEW QUESTION: 83**

When a risk event occurs, which of the following documents is BEST suited for recording and tracking new items corresponding to the risk?

- A. Issue log
- B. Risk management plan
- C. Risk register
- D. Status report
- E. Communications plan

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 84**

Which of the following risk strategies prevents a risk from impacting a project?

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

**Answer: C (LEAVE A REPLY)**

Explanation/Reference: <https://pm4id.org/chapter/11-2-risk-management-process/>

**NEW QUESTION: 85**

Which of the following project phases occurs when requirements are detailed?

- A. Planning
- B. Monitor and control
- C. Initiation
- D. Closing

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 86**

A subcontractor has submitted design documentation on the deliverable due date, but it will require rework. The activity is on the critical path of the project schedule. Which of the following should the project manager do NEXT?

- A. Determine the expected duration of the rework and complete a change request to modify the project baselines.
- B. Determine the expected duration of the rework with any associated quality control activities and add the duration to an updated version of the WBS.
- C. Update the master project schedule, and distribute it all stakeholders in accordance with the project communications plan.
- D. Notify the project sponsor to schedule and facilitate a team meeting to rework the design documentation.

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 87**

The PMO is responsible for: (Choose two.)

- A. approving funding, developing the project schedule, and gathering high-level requirements.
- B. managing the project plan, scope, risk, and budget.
- C. outlining consequences of non-performance and coordinating between disparate projects.
- D. setting standards and practices for the organization and providing governance.
- E. contributing expertise, deliverables, and estimates of costs.

**Answer: C,D** ([LEAVE A REPLY](#))

**NEW QUESTION: 88**

A project manager is managing a project with a hard deadline in two weeks. At the current rate of progress, the project will not finish on time. Which of the following techniques is MOST likely to be used to complete the project on time?

- A. Throttling
- B. Crashing
- C. Resource leveling
- D. Resource smoothing

**Answer: B** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 170

**NEW QUESTION: 89**

A project manager noticed the development team supporting a project does not have sufficient skills to complete the development phase. The project manager has discussed this issue with the functional manager and agreed to continue with the development phase due to time restrictions.

Which of the following strategies is the project manager applying?

- A. Transferring
- B. Mitigating
- C. Avoiding
- D. Accepting

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 90**

After identifying all known tasks, the project manager has started to sequence and set durations.

Which of the following describes how the project manager should BEST determine the initial sequence and durations?

- A. Use data based on past knowledge.
- B. Use milestones identified in the project charter.
- C. Hold a full team workshop to review the complete WBS.
- D. Collaborate with other project managers.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 91**

A project manager needs to determine resource availability to assign the resources to project tasks.

Which of the following will the project manager MOST likely use?

- A. Project calendar
- B. Resource calendars
- C. Conflict resolution
- D. Staffing management plan

**Answer: B** ([LEAVE A REPLY](#))

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**NEW QUESTION: 92**

A project manager is working on a project, which needs to be delivered within six months. The project sponsor has made it known that the six months is non-negotiable and additional funding can be provided, if required.

The project is in the fifth month, and testing is ongoing. The project team has identified a major defect that will take up to one month to rectify.

Which of the following is the BEST action for the project manager to take to ensure the project finishes as planned?

- A. Obtain additional resources to crash the timelines.
- B. Continue the project as is and communicate the imminent one-month delay to the sponsor.
- C. Deliver the products to meet the timelines and create an additional phase to address issues.
- D. Fast-track non-critical-path activities.

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 93**

A project team is centralized in a cubicle environment. Periodically, one member disturbs other team members by listening to loud music. Which of the following techniques would be BEST for the team to remedy the situation?

- A. Smoothing
- B. Negotiating
- C. Confronting
- D. Forcing

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 94**

Which of the following individuals is MOST likely to be a key stakeholder for the product launch phase of a project?

- A. Sales clerk
- B. Marketing representative
- C. Product item
- D. Team lead

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 95**

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs.

Which of the following actions should the project manager take?

- A. Submit a new change request.
- B. Initiate the regression plan.
- C. Add remediation to the schedule.
- D. Accept the new power output.

**Answer: B ([LEAVE A REPLY](#))**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

**NEW QUESTION: 96**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Answer: ([SHOW ANSWER](#))**

Explanation/Reference:

References: <https://www.atlassian.com/agile/ceremonies>

**NEW QUESTION: 97**

A project team member highlights to the project manager that expensive licensing for critical software in use across the project may exp.re before the completion of the project.

Which of the following would the project manager MOST likely do?

- A. Amend the project scope and raise a project change request to obtain approval of the amendment.
- B. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk
- C. Raise a purchase order to purchase the licensing and ask the team member to install it.
- D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 98**

A project manager detects a defect in a project deliverable and suspects a team member missed a step during production.

Which of the following tools would be BEST for the project manager to use to confirm this suspicion?

- A. Process diagram
- B. Fishbone diagram
- C. Pareto chart
- D. Run chart

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 99**

A project sponsor wants to know which tasks are next in the project but is unable to find this information.

Which of the following may need to be adjusted?

- A. Risk log
- B. Status report
- C. Issue log
- D. Scope document

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 100**

A project manager is not required to participate in performance appraisal meetings with team members. The project manager is working within which of the following organizational structures?

- A. Functional
- B. Strong matrix
- C. Balanced matrix
- D. Projectized

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 101**

An outsourced project team member approaches the project manager and complains that the contract does not permit overtime. The project manager had fast-tracked tasks that require additional hours. Which of the following documents did the project manager fail to reference?

- A. SOW
- B. MOU
- C. SLA
- D. MOA

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 102**

The project manager has noticed a vendor is not performing in accordance with the SLA.

Which of the following items should the project manager use to highlight the vendor's areas of poor performance?

- A. Balanced score card
- B. WBS
- C. Post-project evaluation
- D. PERT

**Answer: A** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 332

**NEW QUESTION: 103**

A project manager is creating the WBS.

In which of the following phases is the project?

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

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 139

**NEW QUESTION: 104**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Answer:** ([SHOW ANSWER](#))

References:

<https://www.atlassian.com/agile/ceremonies>

**NEW QUESTION: 105**

An organization is divided into three separate entities based on geographical region. Which of the following types of organizational change is this?

- A. Demerger
- B. Outsourcing
- C. Split
- D. Relocation

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 106**

Team members have reported that meetings are poorly attended and unproductive. Which of the following steps can the project manager take to make the meetings more productive?

- A. Distribute an agenda before each meeting
- B. Discontinue the meetings with the poorest attendance.
- C. Decrease the length of the meetings
- D. Document team member attendance and report it to management.

**Answer: D** ([LEAVE A REPLY](#))

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**NEW QUESTION: 107**

Which of the following should receive regular communication during the planning phase of a project? (Choose two.)

- A. Collaboration site
- B. Sponsor
- C. Change control board
- D. Human resources
- E. Subject matter experts

**Answer: B,E** ([LEAVE A REPLY](#))

**NEW QUESTION: 108**

Which of the following are characteristics of a project? (Choose two.)

- A. Ongoing
- B. Temporary
- C. Start and finish
- D. Achieving a goal
- E. Consisting of milestones
- F. Restricting the budget

**Answer: B,C** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 27

**NEW QUESTION: 109**

Which of the following activities are associated with the closing phase of a project? (Select TWO)

- A. Lessons learned
- B. Quality assurance

- C. Tracking of expenditures
- D. Archiving of project documents
- E. Risk mitigation

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 110**

A stakeholder asked for a change to the project. The project manager discussed and documented the desired change, and the proper authorities approved it. Which of the following steps of the control was missed?

- A. Implementation
- B. Quality check
- C. Evaluate impact and justification
- D. Communicate the change

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 111**

After SOW and contract approvals, the project manager plans to schedule a meeting with the business analyst and several end users. The project manager's main objective in this meeting is to:

- A. define requirements
- B. create deliverables
- C. identify resources
- D. baseline the schedule

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 112**

A project manager is informed that a team member would like to enhance the code with an additional function. Which of the following should the project manager do NEXT?

- A. Get approval from the CCB.
- B. Communicate the change to stakeholders.
- C. Evaluate the impact of the change.
- D. Submit a change request.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 113**

A project team is not delivering their tasks in a timely manner. Additionally, tasks are being reworked because requirements continue to be identified as work packages are being delivered.

Which of the following are MOST likely missing from the project? (Select two.)

- A. Project plan
- B. Business case
- C. Organizational chart
- D. Project charter
- E. Scope document

F. Status report

**Answer: A,E ([LEAVE A REPLY](#))**

**NEW QUESTION: 114**

Which of the following documents serves the primary purpose of requesting details about a vendor's capabilities?

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

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 115**

A project sponsor promises the Chief Executive Officer (CEO) that a project will be completed before the next quarterly meeting. The project manager needs to take the following elements into account:

- Delivery
- Vacation
- Cost of overtime
- Work effort

Which of the following documents should the project manager use to guarantee the project's success?

- A. Burn chart
- B. SWOT
- C. Schedule
- D. RACI
- E. Project charter

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 116**

The Chief Executive Officer (CEO) has announced that the hardware division will be sold to another company.

The sale of this division is an example of which of the following?

- A. Business process change
- B. Outsourcing
- C. Relocation
- D. Business merger

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 117**

A project has fallen behind schedule. Upon investigation, the project manager determines that team members have implemented requirements relayed via impromptu hallway meetings with the client.

Which of the following should the project manager do to resolve this issue?

- A. Implement change control management.
- B. Modify the project baselines.

- C. Inform the stakeholders of the issue.
- D. Update the scope management plan.

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 118**

A project manager has just received an extra resource from a functional manager. Which of the following activities is the BEST to consider for assignment to the resource?

- A. Activity A should be assigned because it is within the resource's skillset, has already been started with three other resources, and has four days of slack.
- B. Activity D should be assigned because it is a new task, the skillset determination has not been assessed for the task, it is supposed to start tomorrow, and it has zero slack.
- C. Activity B should be assigned because it is not within the resource's skillset; however, it gives the resource an opportunity to learn a new skill, has not started, and has one day of slack.
- D. Activity C should be assigned because it is a task that any resource can do; however, it is undesirable, needs to be done, has not started, and has three days of slack.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 119**

A company is hired to perform some of another organization's work. Which of the following types of organizational change is described?

- A. Outsourcing
- B. Business process change
- C. Shared resources
- D. Split

**Answer: A** ([LEAVE A REPLY](#))

References:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

**NEW QUESTION: 120**

Which of the following are MOST likely the responsibilities of the PMO? (Choose two.)

- A. Act as an approval authority
- B. Procure hardware
- C. Justify the business case
- D. Identify key performance indicators
- E. Steer the project
- F. Provide governance

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 121**

Which of the following is the MOST appropriate communication method for a highly confidential message to a Multilanguage global project team?

- A. Face-to-face communication with a translator
- B. Encrypted email
- C. Voice conferencing
- D. Social media communication through a secure connection

**Answer: (SHOW ANSWER)**

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**NEW QUESTION: 122**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Answer: (SHOW ANSWER)**

Explanation

Explanation/Reference:

References: <https://www.atlassian.com/agile/ceremonies>

**NEW QUESTION: 123**

Project A is delivering the foundation for Project B.

Construction regulations have changed during Project A, requiring work to be redone in the allocated buffer.

Which of the following is the MOST likely impact to Project B?

- A. The schedule will change.
- B. The scope will change.
- C. There will be no impact.
- D. The cost will increase.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 124**

A PM has a complex project that requires coordination among numerous stakeholders. Which of the following is the MOST appropriate type of meeting for the stakeholders to hold?

- A. One-on-one
- B. Virtual
- C. Impromptu
- D. In-person

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 125**

A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps.

Which of the following conflict resolution techniques is the project manager using?

- A. Forcing

- B. Negotiating
- C. Compromising
- D. Avoiding

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

**NEW QUESTION: 126**

Given the following sprint:

Which of the following charts BEST demonstrates the decreasing number of Not Started items for the sprint depicted above?

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

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 127**

A project manager is sending regular status reports; however, many team members seem to be unaware of the overall project status. Which of the following should the project manager do NEXT?

- A. Schedule a meeting to review the status.
- B. Review the status report distribution list.
- C. Begin sending the status updates via text.
- D. Call each team member and provide an update.

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 128**

Several team members report that meeting objectives are not being met. Which of the following documents would a project manager create to make team meetings more effective? (Select TWO).

- A. Create a project charter prior to each meeting and adhere to it.
- B. Create a WBS prior to each meeting and adhere to it.
- C. Create an action item list during the meeting and adhere to it.
- D. Create a meeting agenda prior to each meeting and adhere to it.
- E. Create a corrective action plan prior to each meeting and adhere to it.
- F. Create a lessons learned list prior to each meeting and adhere to it
- G. Create an SOW prior to each meeting and adhere to it.

**Answer: A,F** ([LEAVE A REPLY](#))

**NEW QUESTION: 129**

During the storming stage of a project team's development, it is common to experience confusion about tasks and responsibilities because:

- A. there is a lack of trust among team members.
- B. there is no engagement of the team by the project manager.

- C. there is unfamiliarity with the project structure.
- D. there are minimal team decisions.

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 130**

A project manager is justifying a required change with the associated impact on the project. Which of the following is the NEXT step?

- A. Implementation
- B. Approval
- C. Validation
- D. Auditing

**Answer: B ([LEAVE A REPLY](#))**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

**NEW QUESTION: 131**

According to the communication management plan, the project scheduler is required to post weekly status reports on the project's intranet site. From the stakeholders' point of view, accessing the weekly report is an example of:

- A. the interactive method
- B. personal preferences
- C. the pull method
- D. interorganizational preferences

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 132**

The chairperson of the board is visiting from another country and wishes to meet the project team members.

The next project team meeting will be held next week, but the chairperson is leaving before the meeting. Which of the following actions should the project manager take?

- A. Schedule a conference call for the team meeting and invite the chairperson.
- B. Arrange an impromptu team meeting with the chairperson.
- C. Email the chairperson the meeting minutes from the scheduled meeting
- D. Invite the chairperson to the next project team meeting

**Answer: B ([LEAVE A REPLY](#))**

Explanation/Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 259

**NEW QUESTION: 133**

Which of the following charts is a graphical representation of the causes of a specific event?

- A. Histogram
- B. Scatter
- C. Fishbone
- D. Gantt

**Answer: ([SHOW ANSWER](#))**

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

**NEW QUESTION: 134**

During the execution phase, the project manager discovered that the testing phase is dependent on completion of the vendor's tasks. The project team has just informed the project manager their activities are almost complete, and they would like permission to begin testing. The vendor is not scheduled to deliver the products for two months.

Which of the following should have occurred to prevent this issue?

- A. During the planning phase, the project manager should have recognized the relationship between the vendor's and project team's tasks and adjusted the schedule for the project team to begin activities two months later.
- B. During the project team's regular status meeting with the vendor, the vendor should have informed the project team that it required another two months, and to slow down.
- C. During the project team's regular status meeting with the vendor, the project team should have informed the vendor that the team was ahead of schedule and to speed up their work.
- D. The project manager should have crashed the schedule for the vendor to keep it at the same work pace as the rest of the project team.

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 135**

The AC plus ETC is known as:

- A. variance at completion.
- B. budget at completion.
- C. estimate at completion
- D. earned value.

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 136**

After identifying all known tasks, the project manager has started to sequence and set durations.

Which of the following describes how the project manager should BEST determine the initial sequence and durations?

- A. Use milestones identified in the project charter.
- B. Use data based on past knowledge.
- C. Hold a full team workshop to review the complete WBS.
- D. Collaborate with other project managers.

**Answer: A (LEAVE A REPLY)**

Explanation

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**NEW QUESTION: 137**

The project manager for a TV tower construction project receives notification that a strong storm is expected the following week.

Which of the following should the project manager do NEXT?

- A. Evaluate the risk, inform major stakeholders about the problem, and issue a change request immediately.
- B. Evaluate the risk, fill in the issue log, and communicate it according to the communication plan.
- C. Evaluate the risk, develop a mitigation plan, and communicate it according to the communication plan.
- D. Evaluate the risk, reschedule all outdoor tasks for a later time, and inform major stakeholders.

**Answer: C** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 238

#### **NEW QUESTION: 138**

A project manager has contracted a third-party vendor to achieve milestones. Which of the following risk strategies is the project manager applying?

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

**Answer: A** ([LEAVE A REPLY](#))

Explanation/Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 238

#### **NEW QUESTION: 139**

A team member learns that an assigned task is not due until the very end of the project. Moreover, the team member is not aware of any predecessor tasks dependent on completing the assigned task. Which of the following does the project manager use to decide if the team member can start the task later or earlier?

- A. Review the PERT chart and evaluate if the task is a critical dependency.
- B. Review the PERT chart and evaluate if the task is a discretionary dependency.
- C. Review the PERT chart and evaluate if the task is a real dependency.
- D. Review the PERT chart and evaluate if the task is an external dependency.

**Answer: (SHOW ANSWER)**

Explanation

References

<http://www.pmgloss.com/comptia/>

#### **NEW QUESTION: 140**

A project manager needs to track the actual and estimated start and finish dates of all WBS work packages.

Which of the following is a necessary step to record the actual durations?

- A. Establish each WBS work package resource.
- B. Establish and set the baseline.
- C. Establish and set the quality gates.
- D. Establish the tollgates.

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 167

**NEW QUESTION: 141**

A project manager is creating the WBS. In which of the following phases is the project?

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

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 142**

During an ad-hoc meeting, the PM notifies the sponsor that while the project is on schedule, material costs have increased and the project is over budget. To save the project, the PM request a material contract with a less expensive vendor. The sponsor approves the change, and project comes in within target tolerances. The company, however, receives numerous stakeholder complaints.

Which of the following is the MOST likely cause of these complaints?

- A. The quality of the deliverable decreased due to the rising material cost.
- B. The PM did not follow the project communication plan.
- C. Quality assurance actions were not adjusted for the vendor change.
- D. The change was not documented and approved.

**Answer: A** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 143**

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

**Answer: C** ([LEAVE A REPLY](#))

References:

<https://teamweek.com/blog/2017/09/top-project-management-methodologies/>

**NEW QUESTION: 144**

A new project charter is being drafted.

Which of the following would be the BEST source for the high-level project requirements?

- A. Sponsor
- B. Project manager
- C. Project management office
- D. Project team

**Answer: A** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 108

**NEW QUESTION: 145**

Which of the following is a schedule that illustrates the duration of an activity?

- A. Process diagram
- B. Ishikawa diagram
- C. Gantt chart
- D. Pareto chart

**Answer: C** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 168

**NEW QUESTION: 146**

A busy project manager has a diverse set of stakeholders and team members with respect to age and cultural background. Which of the following is the BEST method for communicating to the project manager's audiences?

- A. Speak with each individual, and communicate with that individual according to stated and demonstrated preferences
- B. Utilize a variety of communication methods, such as email, IM, conference calls, and face-to-face meetings, to reach all the audiences
- C. Determine a single best communication method to provide efficient and consistent communications to all the audiences
- D. Develop a communications plan that considers the individual's impact on the project and preferred communication method

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 147**

A project has fallen behind schedule for no obvious reason, so the PM has gathered the team to brainstorm.

Which of the following should the PM do NEXT?

- A. Review an Ishikawa diagram with the project team to determine possible causes and effects.
- B. Review the issue log with the project team and identify potential risks.
- C. Go over the meetings objectives and agenda.
- D. Brief the team on which tasks have fallen behind schedule and where the project has slack.
- E. Refer to the risk register to map the risks to issues and mitigation strategies.

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 148**

Which of the following charts is a graphical representation of the causes of a specific event?

- A. Gantt

Explanation

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

- B. Histogram
- C. Scatter
- D. Fishbone

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 149**

Which of the following project documents should be used to record the occurrence of an unplanned event?

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

**Answer: D** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

#### **NEW QUESTION: 150**

A project's key stakeholders have requested significant changes that will affect the scope. To adjust the project scope, which of the following need to be changed? (Choose two.)

- A. Cost performance parameter
- B. Project schedule
- C. KPI
- D. Corrective action plan
- E. WBS

**Answer: B,E** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

<https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+soone>

#### **NEW QUESTION: 151**

Which of the following conflict resolution techniques relies on establishing areas of agreement rather than disagreement?

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

**Answer: A** ([LEAVE A REPLY](#))

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#### **NEW QUESTION: 152**

A project with a fixed budget is behind schedule. Immediately after the project due date, resources are allocated to other high-priority projects. Which of the following should the project manager do to complete this project?

- A. Negotiate the removal of selected deliverables.
- B. Obtain resources from a third-party vendor.
- C. Cancel a project that is scheduled to start after this project.
- D. Request an increase in funding from the project sponsor

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 153**

A project manager identified a risk in a geographically unstable area

a. During the project, a volcano erupts, preventing project team access. Which of the following documents should the project manager update FIRST?

- A. Risk register
- B. Issue log
- C. Scope statement
- D. Project schedule

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 154**

A senior manager asks a project manager for an estimated budget on a new project.

Which of the following is the BEST step for the project manager to take?

- A. Tell the senior manager the estimation is not available yet.
- B. Use the budget from a similar project to generate estimates.
- C. Ask a SME for an opinion and propose an estimate.
- D. Gather the team to immediately generate estimates.

**Answer: B** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 164

**NEW QUESTION: 155**

In a project with a BAC of \$235,000, the CPI is 0.80, and the SPI is 1.20. Based on this information, which of the following can the key stakeholders determine about the project?

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

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 156**

Which of the following is the MOST likely target audience to be notified of the achievement of a key milestone in a project schedule?

- A. Project manager and project scheduler
- B. Project coordinator and project sponsor
- C. Project champion and project scheduler
- D. Project stakeholders and project team

**Answer: D** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 326

**NEW QUESTION: 157**

Which of the following charts is a graphical representation of the causes of a specific event?

- A. Histogram
- B. Scatter
- C. Fishbone
- D. Gantt

**Answer: C** ([LEAVE A REPLY](#))

Explanation

Explanation

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem.

#### **NEW QUESTION: 158**

Tasks A, B, and C have a duration of two days. Task D has a duration of three days, and Task E has duration of four days.

Task A starts on Day 1, and Task B starts on Day 2. Task C starts after Task A.

Tasks D and E start after Task C.

Which of the following is the critical path if Task B starts on Day 3?

- A. A, D, E
- B. A, C, D
- C. A, C, E
- D. B, C, E

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 159**

A project manager noted there were many possible features that could be incorporated into a project, and the customers wavered about whether to include particular features.

Which of the following is the BEST approach to ensure appropriate delivery of the project?

- A. The scope statement should enumerate which features are included in the project and which features are not included in the project.
- B. At the beginning and end of every meeting, the project manager should consistently remind the project team which features are included in the project and which features are not included in the project.
- C. In one section of the project charter, specify which features are included in the project, in another section, specify which features are not included in the project.
- D. The project requirements document lists all the features that are included in the project, and the project manager diligently ensures that features not included in the project are not included in the MOU with the customer.

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 160**

The project coordinator creates the following list to track the items team members are working on:

Which of the following types of documents is shown in the table above?

- A. Project charter
- B. Action item log
- C. Project schedule
- D. Work breakdown structure

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 161**

A team has been assembled and assigned a project to reduce recent, unanticipated production cost overruns. Which of the following tools should the project team select to determine the possible origins of the increased costs?

- A. Pareto chart
- B. Fishbone diagram
- C. Process diagram
- D. Run chart

**Answer: B** ([LEAVE A REPLY](#))

Explanation

**NEW QUESTION: 162**

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation
- C. Work relocation
- D. Outsourcing

**Answer: D** ([LEAVE A REPLY](#))

Explanation

References: References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

**NEW QUESTION: 163**

In which of the following organizational structures would a project manager have the MOST authority?

- A. Strong matrix
- B. Balanced matrix
- C. Projectized
- D. Functional

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 164**

One of the tasks on a project's critical path is progressing too slowly. The team member who is responsible for completing the task is assigned to multiple projects with aggressive deadlines.

Which of the following roles has the responsibility of resolving the issue?

- A. Project sponsor
- B. PMO
- C. Project scheduler
- D. CCB

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 165**

During an ad-hoc meeting, the OM notifies the sponsor that while the project is on schedule, material costs have increased and the project is over budget. To save the project, the PM request a material contract with a less expensive vendor. The sponsor approves the change, and project comes in within target tolerances. The company, however, receives numerous stakeholder complaints.

Which of the following is the MOST likely cause of these complaints?

- A. The quality of the deliverable decreased due to the rising material cost.
- B. Quality assurance actions were not adjusted for the vendor change.
- C. The PM did not follow the project communication plan.
- D. The change was not documented and approved.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 166**

A project requires daily status updates.

Which of the following is the MOST effective method for providing these updates?

- A. Backlog
- B. Standup
- C. Kickoff
- D. Retrospective

**Answer: B (LEAVE A REPLY)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 306

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**NEW QUESTION: 167**

Which of the following is a key aspect of the Agile project management methodology?

- A. Test-driven
- B. Daily standup meetings
- C. Short project durations
- D. Defined list of requirements

**Answer: B (LEAVE A REPLY)**

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 286

**NEW QUESTION: 168**

A project manager needs to track the actual and estimated start and finish dates of all WBS work packages.

Which of the following is a necessary step to record the actual durations?

- A. Establish each WBS work package resource.
- B. Establish and set the baseline.
- C. Establish and set the quality gates.
- D. Establish the tollgates.

**Answer: B** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 167

**NEW QUESTION: 169**

A customer has requested a change in an active project.

Which of the following actions should the project manager take FIRST?

- A. Submit the change request to the project sponsor.
- B. Inform the end user of the change.
- C. Update the change log.
- D. Gather input from the team.

**Answer: (**[SHOW ANSWER](#)**)**

**NEW QUESTION: 170**

A project team is not delivering their tasks in a timely manner. Additionally, tasks are being reworked because requirements continue to be identified as work packages are being delivered.

Which of the following are MOST likely missing from the project? (Choose two.)

- A. Project plan
- B. Organizational chart
- C. Project charter
- D. Scope document
- E. Business case
- F. Status report

**Answer: A,D** ([LEAVE A REPLY](#))

**NEW QUESTION: 171**

Which of the following is the BEST method to provide quick status updates on project tasks without interrupting project activities?

- A. Newsletter
- B. Interoffice mail
- C. Phone call
- D. Internal collaboration site

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 172**

A customer will have ongoing changes to project requirements. Which of the following is the BEST project management methodology for this requirement?

- A. Bottom-up
- B. Waterfall
- C. PRINCE2

D. Agile

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 173**

A project manager was directed to complete a project sooner than previously planned. Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Reduce the scope
- B. Increase the budget
- C. Decrease staff
- D. Update the WBS

Answer: ([SHOW ANSWER](#))

References:

[https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false](https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false)

**NEW QUESTION: 174**

A sponsor requests that the project team shorten the completion of a project by two months to give the sales team more leverage in renegotiating the contract with the client. The budgeted time is 500 hours, and the projected earned value is \$30,000.

Which of the following represents the cost variance for both project completions?

- A. -\$4.8K and -\$7K
- B. -\$4.9K and \$7K
- C. \$4.8K and -\$7K
- D. \$4.8K and \$7K

Answer: ([SHOW ANSWER](#))

References:

<https://pmstudycircle.com/2012/05/schedule-variance-sv-cost-variance-cv-in-project-cost-management/>

**NEW QUESTION: 175**

A project sponsor would like the status of a key deliverable at the first project milestone.

Which of the following is a characteristic of a milestone?

- A. Ongoing
- B. Resource assigned
- C. High cost
- D. Zero duration

Answer: D ([LEAVE A REPLY](#))

Milestones are typically major accomplishments of the project and mark the completion of major deliverables or some other key event in the project. For example, approval and sign-off on project deliverables might be considered milestones. Other examples might be the completion of a prototype, functional testing, contract approval, and so on.

A milestone is typically denoted on a project schedule as an event that is achieved once all the deliverables associated with that milestone are completed and it has a duration of zero.

**NEW QUESTION: 176**

After identifying all known tasks, the project manager has started to sequence and set durations. Which of the following describes how the project manager should BEST determine the initial sequence and durations?

- A. Use data based on past knowledge.
- B. Use milestones identified in the project charter.
- C. Collaborate with other project managers.
- D. Hold a full team workshop to review the complete WBS.

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 177**

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A. Composing a project team email with the details of the announcement is the best method. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- B. Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.
- C. Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.
- D. Hosting a web conference meeting is the best method. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.

**Answer:** D ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 260

**NEW QUESTION: 178**

A customer will have ongoing changes to project requirements.

Which of the following is the BEST project management methodology for this requirement?

- A. Waterfall
- B. Agile
- C. PRINCE2
- D. Bottom-up

**Answer:** B ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 310

**NEW QUESTION: 179**

Which of the following describes a burn rate?

- A. The rate at which project documents are disposed.
- B. The rate at which project personnel leave the project.
- C. The rate at which the project budget is used.
- D. The rate at which the timeline increases.

**Answer:** C ([LEAVE A REPLY](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 232

**NEW QUESTION: 180**

A project manager has taken over a project that is already in progress. The project manager notices the functional manager of one team is unaware of the current progress. Which of the following should the project manager do? (Choose two.)

- A. Review the communications plan to ensure proper involvement
- B. Add the incident to the issue log and seek resolution
- C. Ensure the functional manager is on the status report distribution list
- D. Publish the project schedule to the functional manager
- E. Update the project charter to include the functional manager as a key stakeholder

**Answer: A,E** ([LEAVE A REPLY](#))

**NEW QUESTION: 181**

During the execution phase of a project, a project task has run longer than anticipated.

Which of the following is the new critical path of the project if Task 2 requires an additional two days to complete?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 19 days

**Answer: (SHOW ANSWER)**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 169

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**NEW QUESTION: 182**

Two team members are arguing over two different approaches to complete a task. The project manager listens to both sides, determines neither approach will work, and directs the team members to use a third option.

This type of conflict resolution is known as:

- A. forcing.
- B. avoiding.
- C. smoothing.
- D. compromising.

**Answer: (SHOW ANSWER)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 200

**NEW QUESTION: 183**

The president of a company is pushing to get a product on the market before a competitor releases a similar one. The project manager does not believe the current resources for the project are adequate to meet the deadline. Which of the following is the BEST resource management approach for this scenario?

- A. Fast track
- B. Subject matter experts
- C. Trust-building
- D. Forcing

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 184**

There are four parallel paths on a network diagram. The summary duration of each path is below:

- A, C, G: 10 weeks
- A, B, F: 8 weeks
- D, E, H: 12 weeks
- D, B, F: 7 weeks

Which of the following tasks are on the critical path?

- A. A, C, G
- B. A, B, F
- C. D, E, H
- D. D, B, F

**Answer: C** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 175

#### **NEW QUESTION: 185**

Several team members report that meeting objectives are not being met.

Which of the following documents would a project manager create to make team meetings more effective?

(Choose two.)

- A. Create an SOW prior to each meeting and adhere to it.
- B. Create a project charter prior to each meeting and adhere to it.
- C. Create a lessons learned list prior to each meeting and adhere to it.
- D. Create an action item list during the meeting and adhere to it.
- E. Create a corrective action plan prior to each meeting and adhere to it.
- F. Create a meeting agenda prior to each meeting and adhere to it.
- G. Create a WBS prior to each meeting and adhere to it.

**Answer: D,F** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 186**

A company has updated the method it uses to initiate projects. The company requires RFPs from three vendors, and low and high bids must be rejected to determine the selected vendor.

Which of the following terms describe this requirement?

- A. Internal reorganization

- B. Business acquisition
- C. Business process change
- D. Outsourcing

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 187**

An agreement document that is intended to prevent two or more organizations from sharing specific, confidential information with anyone but each other is called:

- A. an RFP.
- B. an NDA.
- C. an SLA.
- D. an MOU.

**Answer: ([SHOW ANSWER](#))**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 302

**NEW QUESTION: 188**

A new high-priority project is assigned to the project manager with a fully formed budget, deadline, and scope.

The project manager is creating the project schedule.

Which of the following calculations accurately shows the critical path?

- A. 39 days
- B. 49 days
- C. 52 days
- D. 20 days

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 189**

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility.

Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

- A. Email
- B. Social media
- C. Text messaging
- D. Face-to-face

**Answer: ([SHOW ANSWER](#))**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

**NEW QUESTION: 190**

A project team is composed of numerous team members who are located throughout a country. All personnel have identified core business hours. A team engineer based in a machine shop has a question during business hours for the project manager, who is located at a different facility.

Which of the following is the MOST expedient communication method, assuming the question can be resolved quickly?

- A. Email

- B. Face-to-face
- C. Text messaging
- D. Social media

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 191**

During a project, a key stakeholder asks a project team member to add a requirement. The team member adds the requirement without informing the project manager. Which of the following is described in this scenario?

- A. Risk mitigation
- B. Change request
- C. Scope creep
- D. Change control

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 192**

A project manager is working on the project charter.

Which of the following phases does this describe?

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

**Answer: A ([LEAVE A REPLY](#))**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 107

**NEW QUESTION: 193**

A project manager was directed to complete a project sooner than previously planned.

Which of the following is the MOST cost-effective step to take to ensure the project's success?

- A. Reduce the scope
- B. Increase the budget
- C. Decrease staff
- D. Update the WBS

**Answer: ([SHOW ANSWER](#))**

References:

[https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj\\_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false](https://books.google.co.za/books?id=evR0gPFBHJ4C&pg=PA128&lpg=PA128&dq=complete+a+project+sooner+-+update+WBS&source=bl&ots=O650UKpUEK&sig=mlexbBmFJKkAuXuftqO2YjLLOgo&hl=en&sa=X&ved=0ahUKEwi8uJXlj_DXAhUKuRQKHW3fDKAQ6AEIMTAC#v=onepage&q=complete%20a%20project%20sooner%20-%20update%20WBS&f=false)

**NEW QUESTION: 194**

A project manager is providing the lessons learned for a project that ran over budget and produced poor quality deliverables. Which of the following should the project manager include as part of the lessons learned?

- A. Risk register
- B. Post-mortem analysis
- C. Issue log
- D. Procurement report

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference:

References: [https://en.wikipedia.org/wiki/Postmortem\\_documentation](https://en.wikipedia.org/wiki/Postmortem_documentation)

#### **NEW QUESTION: 195**

Which of the following is used to perform a root cause analysis?

- A. Ishikawa diagram
- B. Bar chart
- C. Pareto diagram
- D. Scatter plot

**Answer: A** ([LEAVE A REPLY](#))

Reference:

<http://asq.org/learn-about-quality/cause-analysis-tools/overview/overview.html>

#### **NEW QUESTION: 196**

During the planning phase of a construction project, the project team discovers the site is the nesting area of rare birds, and construction could disrupt the birds' patterns. Lobbyists would like the team to move the project down the road.

Which of the following constraint and influencer types are involved in this scenario?

- A. Deliverables; stakeholders
- B. Deliverables; resources
- C. Environmental; stakeholders
- D. Environmental; resources

**Answer: C** ([LEAVE A REPLY](#))

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#### **NEW QUESTION: 197**

A busy project manager has a diverse set of stakeholders and team members with respect to age and cultural background. Which of the following is the BEST method for communicating to the project manager's audiences?

- A. Speak with each individual, and communicate with that individual according to stated and demonstrated preferences
- B. Utilize a variety of communication methods, such as email, IM, conference calls, and face-to-face meetings, to reach all the audiences
- C. Develop a communications plan that considers the individual's impact on the project and preferred communication method
- D. Determine a single best communication method to provide efficient and consistent communications to all the audiences

**Answer: C** ([LEAVE A REPLY](#))

Explanation

**NEW QUESTION: 198**

The client accepts the critical design review.

Which of the following meetings should be held to move to the NEXT step in the project?

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

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 112

**NEW QUESTION: 199**

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs.

Which of the following actions should the project manager take?

- A. Submit a new change request.
- B. Initiate the regression plan.
- C. Add remediation to the schedule.
- D. Accept the new power output.

**Answer: B** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

**NEW QUESTION: 200**

Which of the following project documents should be used to record the occurrence of an unplanned event?

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

**Answer: D** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

**NEW QUESTION: 201**

The client accepts the critical design review. Which of the following meetings should be held to move to the NEXT step in the project?

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

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 202**

A project manager wants to ensure that a detailed overview of a new kitchen fits the client's standards. Which of the following will the project manager MOST likely work to accomplish?

- A. Reasonable number of changes to maintain quality
- B. Wide range of time between the start and end of the installation
- C. Detailed project schedule to deliver on time
- D. Gate reviews to capture the progress and feedback

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 203**

Which of the following documents need to be updated as events occur during a project? (Select TWO).

- A. Change request
- B. Issue log
- C. Status report
- D. Risk register
- E. Meeting minutes

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 204**

A company has dictated project scope changes but has stated that the original budget still applies. Which of the following will MOST likely be impacted by the changes?

- A. Quality
- B. Regulations
- C. Schedule
- D. project team

**Answer: (SHOW ANSWER)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

**NEW QUESTION: 205**

A customer asks a project manager if a small change can be made during the delivery phase. The project manager does not agree to the change.

Which of the following is the MOST likely reason?

- A. Established communication plan
- B. Scope creep
- C. Resource constraints
- D. Iterative approach

**Answer: B** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 133

**NEW QUESTION: 206**

Which of the following is a document that new employees at an organization sign as a condition of employment if they will be using the organization's proprietary processes?

- A. NDA

- B. SLA
- C. SOW
- D. LOI

**Answer: A** ([LEAVE A REPLY](#))

Nondisclosure agreements (NDA) are used when organizations engage the services of an outside entity and want to assure that sensitive or trade secret information is not shared outside the organization. An NDA assures that what's discussed, discovered, or developed is kept within the organization.

**NEW QUESTION: 207**

Despite receiving regular updates, a sponsor learns a project recently slipped.

Which of the following documents can the sponsor review to determine the project's performance? (Select two.)

- A. Status report
- B. Communication plan
- C. Issue log
- D. Project schedule
- E. Action items list
- F. Risk register

**Answer: A,C** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 208**

A project manager wants to determine the percentage of a project's budgeted costs versus expenditures.

Which of the following calculations should the project manager perform?

- A. Burn rate
- B. Critical path analysis
- C. EV
- D. EAC

**Answer: A** ([LEAVE A REPLY](#))

Expenditure tracking includes measuring the project spending to date, determining the burn rate (or how fast you're going through the money), and tracking expenditures to the cost baseline so that stakeholders can see what was planned versus what was actually spent on the project.

**NEW QUESTION: 209**

A project has a BAC of \$850,000. The project manager has identified and documented that certain key applications were not included in the scope management plan. As reported, the CPI is 0.8, and the PMO allows only a 5% additional increment to the planned budget. Which of the following should the project manager do NEXT?

- A. Add the required work to complete the project behind \$892,500.
- B. Obtain approval from the CCB.
- C. Request a budget increase of \$170,000.
- D. Evaluate the impact and justify adding new work to the project.

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 210**

A vendor has accepted a proposed project from a customer.

Which of the following is MOST likely to be the first document created by the project manager?

- A. Project charter
- B. Project management plan
- C. Project statement of work
- D. Project schedule

**Answer: C (LEAVE A REPLY)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 299

**NEW QUESTION: 211**

A project sponsor no longer wants to receive email communications and insists on physical paper copies.

Which of the following BEST describes this situation?

- A. Personal preferences
- B. Intraorganizational differences
- C. Technological factors
- D. Cultural differences

**Answer: A (LEAVE A REPLY)**

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**NEW QUESTION: 212**

Management announces the PMO will assume all research and development efforts.

Which of the following BEST describes this scenario?

- A. Process change
- B. Business merger
- C. Outsourcing
- D. Relocation

**Answer: A (LEAVE A REPLY)**

Business process changes typically occur within the organization. An example of a business process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way.

**NEW QUESTION: 213**

During the initiation phase, a project manager has asked for a document containing the high-level objectives and goals for a project. Which of the following documents would contain these items?

- A. Business case
- B. Task plan
- C. Requirements document

D. Project timeline

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 214**

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

References: <https://teamweek.com/blog/2017/09/top-project-management-methodologies/>

**NEW QUESTION: 215**

A task on the critical path has just been completed. The project manager has been informed that the person responsible for the next task has gone on an approved leave. Which of the following types of organizational structure does this scenario BEST describe?

- A. Functional
- B. Projectized
- C. Strong matrix
- D. Flat

Answer: ([SHOW ANSWER](#))

Explanation

**NEW QUESTION: 216**

An organization has multiple projects that are appropriately allocated to projects?

- A. PMO
- B. Project sponsor
- C. HR
- D. Project coordinator

Answer: D ([LEAVE A REPLY](#))

**NEW QUESTION: 217**

Which of the following is a characteristics of a matrix organization?

- A. Authority is shared between the project manager and project coordinator.
- B. Authority is shared between functional and project managers.
- C. Authority lies solely with the project manager.
- D. Authority is directed by the project architect.

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 218**

Which of the following are characteristics of a project? (Select TWO)

- A. Ongoing
- B. Consisting of milestones
- C. Achieving a goal
- D. Restricting the budget
- E. Temporary
- F. Start and finish

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 219**

Which of the following describes how a project is related to a program?

- A. A program contains an element of the project.
- B. A program uses half of the project's budget.
- C. A program is a combination of multiple projects.
- D. A program is a part of a project.

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 220**

Which of the following roles has approval authority for project funding?

- A. Champion
- B. Chief Financial Officer (CFO)
- C. Project Management Office (PMO)
- D. Sponsor

**Answer:** D ([LEAVE A REPLY](#))

References

<https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+a+approval+authority+for+project+funding&source=bl&ots=QjPXRQ0G3Y&sig=gToYb55ruudpdmlyclTUJwsS7vY&hl=en&sa=X&ved=0ahUKEwiA08WQ3IXbAhWJpo8KHe97ACMQ6AEIRjAD#v=onepage&q=comptia%20roles%20has%20approval%20authority%20for%20project%20funding&f=false>

**NEW QUESTION: 221**

A company decides to give a large section of its development project to another firm to manage and complete because that firm has the appropriately skilled resources to execute the work. This approach is referred to as:

- A. Resource leveling
- B. Staff Augmentation
- C. Work relocation
- D. Outsourcing

**Answer:** ([SHOW ANSWER](#))

References:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

**NEW QUESTION: 222**

Which of the following risk strategies prevents a risk from impacting a project?

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

**Answer: C (LEAVE A REPLY)**

Explanation

Reference <https://pm4id.org/chapter/11-2-risk-management-process/>

#### **NEW QUESTION: 223**

The project team is moving from high-level risks to detailed risks. Which of the following project phases is the project team moving between?

- A. Initiation to planning
- B. Initiation to monitor and control
- C. Execution to monitor and control
- D. Planning to execution

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 224**

A company engaged a third-party audit firm to provide regular financial oversight for regulatory compliance and requested a project manager to work with the firm. The PMO declines to assign a project manager and refers to another department within the company. Which of the following is MOST likely the reason for this?

- A. The work does not align with the strategic objectives of the organization
- B. There are not enough project managers available for additional work
- C. This is ongoing work the vendor has been hired to perform
- D. The third party has a reputation for expertise in this area

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 225**

Which of the following is a key aspect of the Agile project management methodology?

- A. Test-driven
- B. Daily standup meetings
- C. Short project durations
- D. Defined list of requirements

**Answer: B (LEAVE A REPLY)**

Explanation/Reference: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 286

#### **NEW QUESTION: 226**

A project team added a new member who has proprietary information about a competitor's product. The team member was suddenly removed from the project. Which of the following MOST likely occurred?

- A. A higher-priority project needed the expertise.
- B. The new member did not sign an NDA.
- C. An SLA prevented new team members.

D. The company received a C&D.

Answer: D ([LEAVE A REPLY](#))

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**NEW QUESTION: 227**

Several team members report that meeting objectives are not being met.

Which of the following documents would a project manager create to make team meetings more effective? (Choose two.)

- A. Create a corrective action plan prior to each meeting and adhere to it.
- B. Create a lessons learned list prior to each meeting and adhere to it.
- C. Create an action item list during the meeting and adhere to it.
- D. Create a project charter prior to each meeting and adhere to it.
- E. Create a meeting agenda prior to each meeting and adhere to it.
- F. Create a WBS prior to each meeting and adhere to it.
- G. Create an SOW prior to each meeting and adhere to it.

Answer: C,E ([LEAVE A REPLY](#))

**NEW QUESTION: 228**

A project scheduler has calculated the project's critical path. Which of the following activities would most likely occur NEXT?

- A. Resource allocation
- B. Dependency determination
- C. Task duration identification
- D. Additional task decomposition

Answer: A ([LEAVE A REPLY](#))

**NEW QUESTION: 229**

Which of the following documents should be used to provide high-level reporting to key stakeholders?

- A. Dashboard
- B. Communication plan
- C. Statement of work
- D. Project charter

Answer: A ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 325

**NEW QUESTION: 230**

In a multinational project, the project manager notices team members from a specific region frequently join meetings five minutes late. When the project manager attempts to resolve the issue, the functional manager is not concerned. This is an example of:

- A. technological factors.
- B. interorganizational differences.
- C. language barriers.
- D. cultural differences.

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 231**

Which of the following vendor documents specifically address quality? (Select TWO).

- A. PO
- B. Warranty
- C. NDA
- D. SLA
- E. LOI

**Answer: D,E** ([LEAVE A REPLY](#))

**NEW QUESTION: 232**

Which of the following describes how a project is related to a program?

- A. A program is a combination of multiple projects.
- B. A program contains an element of the project.
- C. A program is a part of a project.
- D. A program uses half of the project's budget.

**Answer: (SHOW ANSWER)**

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 72

**NEW QUESTION: 233**

A project sponsor and Chief Information Officer (CIO) disagree about how to release the final deliverables to the market. The sponsor wants to do a massive product release, while the CIO wants to be extremely cautious and add more time for testing and defect resolution. The project manager works with both parties and determines the best solution is to roll the product out in a pilot release to see how it tests, and then use customer feedback to determine next steps. Which of the following conflict resolution techniques is the project manager using?

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

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 234**

The project manager was asked to provide recommendations for the removal of a vendor.

A meeting was scheduled with the key stakeholders and the project sponsor to highlight the reasons for this recommendation.

Which of the following should the project manager bring to the meeting to support this recommendation? (Choose two.)

- A. The issue log to show why the vendor should be replaced.
- B. The team action items to show why the vendor should be replaced.
- C. The scope statement to show why the vendor should be replaced.
- D. A procurement plan to show why the vendor should be replaced.
- E. A change management plan to have the vendor replaced.

**Answer:** ([SHOW ANSWER](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 291, p. 327

**NEW QUESTION: 235**

An industry leader may be joining the project team and can potentially provide additional expertise.

Which of the following strategies should the project manager employ?

- A. Exploitation
- B. Validation
- C. Acceptance
- D. Transfer

**Answer:** B ([LEAVE A REPLY](#))

**NEW QUESTION: 236**

Which of the following Agile ceremonies is used to determine the backlog items that will be worked on the next weeks?

- A. SCRUM retrospective meeting
- B. Sprint planning meeting
- C. Daily standup meeting
- D. Review meeting

**Answer:** ([SHOW ANSWER](#))

References: <https://www.atlassian.com/agile/ceremonies>

**NEW QUESTION: 237**

As part of the early stages of a potential corporate acquisition, which of the following documents should the acquiring organization complete, showing regulators and investors the offered purchase price and target closing date?

- A. Sales contract
- B. Letter of intent
- C. Purchase order
- D. Memorandum of agreement

**Answer:** A ([LEAVE A REPLY](#))

**NEW QUESTION: 238**

A project manager is not receiving cooperation from a department that is vital to the success of a project. Because of this, the project cannot move forward. Which of the following is the BEST place the project manager should go to get help with this issue?

- A. Project sponsors
- B. Project team

- C. Project stakeholders
- D. Project management office

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 239**

A project team member highlights to the project manager that expensive licensing for critical software in use across the project may expire before the completion project. Which of the following would the project manager MOST likely do?

- A. Amend the project scope and raise a project change request to obtain approval of the amendment.
- B. Raise a purchase order to purchase the licensing and ask the team member to install it.
- C. Place a risk on the risk register and arrange a risk review with the appropriate stakeholders to accept and/or mitigate the risk.
- D. Amend the project schedule and work breakdown structures to remove the use of the software from the project.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 240**

In which of the following categories does a business process change fit?

- A. Project change
- B. Organizational change
- C. General change
- D. Departmental change

**Answer: B (LEAVE A REPLY)**

Explanation

"Business process changes typically occur within the organization. An example of a business process change is automating a process that previously was performed on paper. If your project has anything to do with this process or is impacted by the process, changes will be coming your way" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**NEW QUESTION: 241**

Two parties are beginning conversations regarding the purchase of professional services. Which of the following should be in place FIRST?

- A. RFP
- B. LOI
- C. SOW
- D. NDA

**Answer: A (LEAVE A REPLY)**

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**NEW QUESTION: 242**

Which of the following is an example of quantitative risk management?

- A. Determining annual loss expectancy
- B. Prioritizing risk mitigation response procedures
- C. Assigning an owner to each identified risk
- D. Sorting risks into three categories

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 243**

A project team is overseeing the installation of a new reptile habitat at the local zoo. During execution, zoo personnel decides to house a different type of reptile that will require a different temperature range than the capacity of the installed system. The modification has been approved.

Which of the following constraints are MOST likely to be affected? (Choose two.)

- A. Quality because the existing system is now outside the threshold.
- B. Requirements because this is a change to initial scope.
- C. Cost because replacing the system incurs additional expense.
- D. Schedule because this was an unscheduled task and will impact the timeline.
- E. Stakeholders because they will need to understand the modification and provide buy-in.

**Answer: C,D** ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 293

**NEW QUESTION: 244**

The government wants to start a project that will launch a satellite but lacks the appropriate SMEs. Which of the following would be BEST to solicit vendors?

- A. RFQ
- B. RFI
- C. SOW
- D. LOI

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 245**

Risk ID 2 has occurred.

Which of the following ways should the project manager update the risk register?

- A. Change the risk 2 response to backups restored
- B. Change the risk 2 owner to PM
- C. Add a column for probability and set risk 2 at 100%
- D. Change the risk 2 status to issue

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 246**

A project manager is attempting to establish the proper sequencing and duration of project activities. Which of the following would be the MOST beneficial?

- A. Ishikawa diagram
- B. WBS
- C. Network diagram

D. Gantt chart

Answer: C ([LEAVE A REPLY](#))

**NEW QUESTION: 247**

The chairperson of the board is visiting from another country and wishes to meet the project team members. The next project team meeting will be held next week, but the chairperson is leaving before the meeting. Which of the following actions should the project manager take?

- A. Invite the chairperson to the next project team meeting
- B. Arrange an impromptu team meeting with the chairperson.
- C. Schedule a conference call for the team meeting and invite the chairperson.
- D. Email the chairperson the meeting minutes from the scheduled meeting

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 248**

A local company is part of a hostile takeover by a multinational conglomerate. The Chief Executive Officer (CEO) directs that all meetings be conducted via video conference to save costs and expedite communication.

This scenario is an example of:

- A. outsourcing.
- B. corporate acquisition.
- C. internal reorganization.
- D. process change.
- E. relocation.
- F. resource management.

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 249**

Which of the following documents does a vendor rely on MOST before committing funding and resources to a project?

- A. SOW
- B. PO
- C. SLA
- D. MOU

Answer: A ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 299

**NEW QUESTION: 250**

Which of the following events would MOST likely trigger communications to the largest audience for a given organization?

- A. Business continuity response
- B. Quality audit
- C. Replacement of a subcontractor
- D. Completion of a task

**Answer: A ([LEAVE A REPLY](#))**

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 273

**NEW QUESTION: 251**

The project team is distributed throughout a single country. The scrum master has decided to hold remote "stand-ups" on a daily basis. Which of the following would be the MOST effective means to do this?

- A. Instant messaging
- B. Video conference
- C. Phone call
- D. Collaboration website

**Answer: B ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 252**

The project sponsor has cut the resources required for project completion. The project manager cannot complete the project without additional resources. Which of the following should the project manager do to obtain the resources?

- A. The project manager should identify and document the reasons for the additional resources in a change request.
- B. The project manager should hire additional resources temporarily to complete the project.
- C. The project manager should ask the project team members to take on more tasks to complete the project on time.
- D. The project manager should terminate the project until additional resources are added to the project.

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 253**

Which of the following is described as placing responsibility for addressing the potential effects of an uncertain future event on an entity outside the organization?

- A. Risk avoidance
- B. Risk transfer
- C. Risk mitigation
- D. Risk exploitation

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 254**

A project manager would like to bring vendors into a new project. Which of the following documents should the potential vendors submit so the project manager can find the best vendors for the project?

- A. SLA
- B. SOW
- C. Change request
- D. RFP

**Answer: ([SHOW ANSWER](#))**

Explanation

"If you're working with vendors to perform some or all of the work of the project, it's critical that they know exactly what you are asking them to do. The statement of work (SOW) details the goods or services you want to procure. In many respects it's similar to the project scope statement, except that it focuses on the work being procured. It contains the project description, major deliverables, success criteria, assumptions, and constraints" Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

**NEW QUESTION: 255**

Which of the following are examples of organizational change? (Choose two.)

- A. Relocation
- B. Scope
- C. Business process
- D. Schedule
- E. Risk event

**Answer: A,C** ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

**NEW QUESTION: 256**

Which of the following is used to perform a root cause analysis?

- A. Ishikawa diagram
- B. Bar chart
- C. Pareto diagram
- D. Scatter plot

**Answer: A** ([LEAVE A REPLY](#))

Reference <http://asq.org/learn-about-quality/cause-analysis-tools/overview/overview.html>

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**NEW QUESTION: 257**

Which of the following roles has approval authority for project funding?

- A. Project Management Office (PMO)
- B. Chief Financial Officer (CFO)
- C. Sponsor

References <https://books.google.com.pk/books?id=scjmDQAAQBAJ&pg=PA29&lpg=PA29&dq=comptia+roles+has+approval+authority+for+project+funding&source=bl&ots=QjPXRQ0G3Y&sig=gToYb55ruudpdmlyclTUJwsS7vY&hl=en&sa=X&ved=0ahUKEwiA08WQ3IXbAhWJpo8KHe97ACMQ6AEIRjAD#v=onepage&q=comptia%20roles%20has%20approval%20authority%20for%20project%20funding&f=false>

- D. Champion

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 258**

A project team has purchased computers with warranties extending throughout the entire project. Which of the following represents the risk strategy utilized?

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

**Answer: C** ([LEAVE A REPLY](#))

References: <https://teamweek.com/blog/2017/09/top-project-management-methodologies/>

**NEW QUESTION: 259**

An authorized change to a construction project was implemented. During the modification, the team identified a defect in which the change caused the building power output to be outside the KPPs. Which of the following actions should the project manager take?

- A. Add remediation to the schedule
- B. Submit a new change request.
- C. Initiate the regression plan
- D. Accept the new power output.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 260**

A project team is comprised of a mix of in-house and virtual team members.

When a complex announcement needs to go out to the entire project team, which of the following is the MOST effective way to communicate it?

- A. Using text messaging to make the announcement is the best method. It allows the project manager to reach the project team members wherever they are located.
- B. Hosting a web conference meeting is the best method. It gives the project manager the opportunity to explain the announcement and answer any questions from the team.
- C. Composing a project team email with the details of the announcement is the best method. It gives the project manager the opportunity to explain but not be overcome with questions from the team.
- D. Sending a fax is the best method. It gives the project manager the opportunity to explain the announcement and come up with questions and answers the team may have.

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 261**

During the planning phase, the project manager meets with the project team to determine the tasks team to determine the task and their relationship.

Which of the following should the project manager receive from the team members? (Select two.)

- A. Resources
- B. Durations
- C. Dependencies
- D. Start/finish dates
- E. Baseline

**Answer: B,C** ([LEAVE A REPLY](#))

**NEW QUESTION: 262**

A stakeholder is unaware of a project's status.

Which of the following documents should the project manager consult to ensure all stakeholders are notified of project changes? (Choose two.)

- A. Status report
- B. Organizational chart
- C. RACI matrix
- D. Meeting minutes
- E. Communication plan

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

**NEW QUESTION: 263**

A project manager has an opportunity to add a highly skilled expert to the team who can increase the probability of the project's success. Which of the following risk strategies should the project manager adopt?

- A. Exploitation
- B. Avoidance
- C. Acceptance
- D. Mitigation

**Answer:** A ([LEAVE A REPLY](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 239

**NEW QUESTION: 264**

Which of the following project documents should be used to record the occurrence of an unplanned event?

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

**Answer:** D ([LEAVE A REPLY](#))

Explanation

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 327

**NEW QUESTION: 265**

Which of the following are examples of organizational change? (Choose two.)

- A. Relocation
- B. Scope
- C. Business process
- D. Schedule
- E. Risk event

**Answer:** ([SHOW ANSWER](#))

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 297

**NEW QUESTION: 266**

A project manager is assigned to a project and has not had a handover meeting with the previous project manager. The new project manager is reviewing the percent of project completion, schedule progress, and budget constraints.

Which of the following documents should the project manager use to obtain this information?

- A. Project schedule
- B. Balanced scorecard
- C. Issue log
- D. Status report

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 328

**NEW QUESTION: 267**

Analogous estimating was used earlier in a hauling project; however, through progressive elaboration, it is determined that the cost for fuel is much lower than anticipated. Which of the following types of project change should be submitted?

- A. Funding
- B. Requirements
- C. Resources
- D. Scope

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 268**

During the risk assessment process, the qualitative analysis results in the majority of risk scores being rated as medium.

Which of the following is the BEST course of action?

- A. Assign the sponsor as the primary risk owner.
- B. Increase the contingency reserve.
- C. Establish and monitor trigger conditions.
- D. Add the risks to the watch list.

**Answer:** C ([LEAVE A REPLY](#))

**NEW QUESTION: 269**

The project manager needs to motivate the team; however, there is an insufficient budget for awards.

Which of the following motivating agents is the MOST appropriate option the project manager can utilize?

- A. Reduce the workload
- B. Provide additional responsibility
- C. Extend the timeline
- D. Replace resources

**Answer:** B ([LEAVE A REPLY](#))

**NEW QUESTION: 270**

A project manager at a projectized organization is finishing the objective goals for the appraisal process.

Performance goals have been identified for colocated individuals working on the team. Which of the following is the appropriate communication method for relaying the goals to the team members?

- A. Email
- B. Face-to-face
- C. Distribution of printed media
- D. Video conferencing

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 271**

A project manager is unsure if the quality of a deliverable from a SME meets specifications.

Which of the following is the BEST way for the project manager to address the issue?

- A. Conduct a face-to-face or telephone meeting with the team member.
- B. Send an email outlining the concerns to the team member.
- C. Send a project team meeting to obtain feedback from everyone.
- D. Post the issue on the wiki page for input from stakeholders.

**Answer: A (LEAVE A REPLY)**

Explanation/Reference:

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 261

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**NEW QUESTION: 272**

There are four parallel, paths on a network diagram. The summer duration d each path is below:

- A, C, G: 10 weeks
- A, B, F: 8 weeks
- D, E, H: 12 weeks
- D, B, F: 7 weeks

Which of the following tasks are on the critical path?

- A. A,C,G
- B. D,E,H
- C. A, B,F
- D. D,B,F

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 273**

Language barriers will MOST likely influence a PM to:

- A. use more print media to communicate with the stakeholders.

- B. hire a bilingual project team that is fluent in the language to reduce conflict.
- C. hire an interpreter to ensure verbal and written communications are accurate.
- D. learn the unknown language to be able to communicate effectively with stakeholders.

**Answer: B** ([LEAVE A REPLY](#))

Section: (none)

#### **NEW QUESTION: 274**

A team member has reported Task 3 will be completed ahead of schedule.

Using the given chart, which of the following represents the critical path if Task 3 is completed in two days?

- A. 8 days
- B. 12 days
- C. 11 days
- D. 10 days

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 275**

A project manager is trying to ensure the quality of the design and reduce the number of potential defects. The project manager would like to use the fishbone diagram to perform this analysis.

This type of modeling relies on:

- A. Variance in the process over time.
- B. Determining the number of events.
- C. Causes of a specific event.
- D. Prioritizing the specific event.

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 276**

Which of the following is a definition of an RFP?

- A. A document sent to potential vendors to solicit information that excludes pricing information for a project
- B. A document sent to potential vendors to request a commitment for a project
- C. A document sent to potential vendors to request information for skills and experience for a project
- D. A document sent to potential vendors to solicit a bid for a project

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 277**

A company hires an outside vendor to provide 24/7 support.

Which of the following documents would determine the contractual obligations?

- A. PO
- B. SLA
- C. LOI
- D. MOU

**Answer: B** ([LEAVE A REPLY](#))

References:

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 303

**NEW QUESTION: 278**

Two critical members have approached the project manager separately regarding personality conflicts. The project manager cannot remove either from the project or separate their work activities. To help resolve the conflict, which of the following would be BEST for the project manager to do?

- A. Schedule a mandatory team-building activity.
- B. Send an email to the entire project team encouraging proper etiquette.
- C. Perform an in-person meeting involving both parties.
- D. Discuss the problem during the next daily status update.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 279**

Which of the following is a definition of an RFP?

- A. A document sent to potential vendors to solicit a bid for a project.
- B. A document sent to potential vendors to request information for skills and experience for a project.
- C. A document sent to potential vendors to request a commitment for a project.
- D. A document sent to potential vendors to solicit information that excludes pricing information for a project.

**Answer: (SHOW ANSWER)**

References: Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 300

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