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**QUESTION 1**

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

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

Correct Answer: A

QUESTION 2

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



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

- A. Behind schedule and over budget



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

Correct Answer: A

With a Burnup chart, if the target line ("planned") is above the "actual" or "realized" line, then it is not meeting the goal (this is the case for the scope here. The "Actual cost" is above the "Planned cost" which means they are spending more than they planned (over budget).

QUESTION 3

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

1.

Purpose

2.

Scope of work

3.

Location of work

4.

Period of performance

5.

Deliverables schedule

6.

Applicable standards

7.

Acceptance criteria

8.

Special requirements

9.

Payment schedule

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



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

Correct Answer: D

QUESTION 4

When trying to calculate the expected monetary value for using a particular vendor, which of the following charts would be BEST to use?

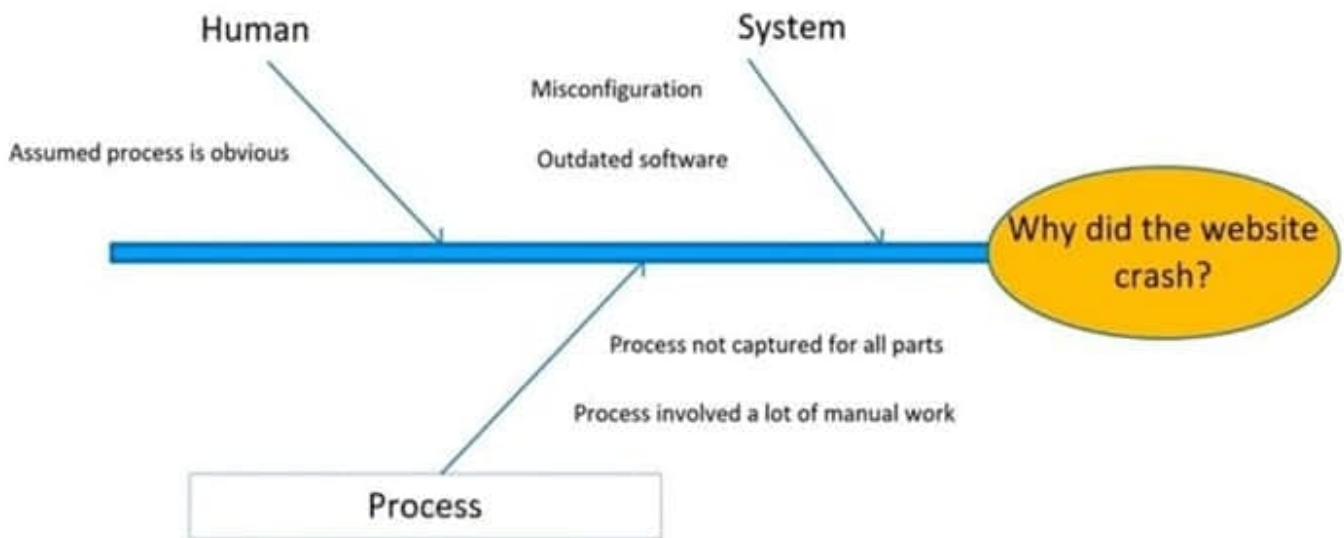
- A. Decision tree
- B. Fishbone
- C. Histogram
- D. Pareto

Correct Answer: A

A decision tree is the best tool to use when calculating the expected monetary value for using a particular vendor. It allows you to map out the different outcomes and probabilities associated with different decisions (in this case, choosing different vendors) and then calculate the expected monetary value based on these probabilities. Other charts like Fishbone, Histogram, or Pareto charts are not designed for this kind of analysis.

QUESTION 5

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



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

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

Correct Answer: B

The clues that point to inadequate instructions as the initial cause of the issue are:

Human: Assumed process is obvious. This suggests that the instructions were not clear enough, and the team members had to make assumptions about what to do.

Process: Process not captured for all parts. This suggests that some of the steps in the process were not documented, which made it difficult for the team members to follow the instructions.

Process involved a lot of manual labor. This suggests that the process was complex and required a lot of steps, which made it more likely that something would be missed or misinterpreted.

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