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QUESTION 1

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

A. RFI

B. RFP

C. RFQ

D. RFB

Correct Answer: B

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

QUESTION 2

Given the following information:

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

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

A. A-C-F-I-J

B. A-C-F-H-J

C. A-B-D-G-J

D. A-B-E-G-J

Correct Answer: C

The critical path of the project is the longest sequence of tasks that must be completed on time for the project to finish on schedule. It determines the shortest possible duration of the project and shows the tasks that have no slack or float. Any delay in the critical path tasks will affect the project completion date. To find the critical path, we need to calculate the earliest start (ES), earliest finish (EF), latest start (LS), latest finish (LF), and slack (S) for each task. We can use the table and the network diagram given in the question to do this. The formula for calculating the slack is S = LF - EF or S = LS - ES. A task with zero slack is on the critical path. The calculations are as follows:

Task | Duration | ES | EF | LS | LF | S A | 10 | 0 | 10 | 0 | 10 | 0 B | 15 | 10 | 25 | 10 | 25 | 0 C | 10 | 10 | 20 | 15 | 25 | 5 D | 20 | 25 | 45 | 25 | 45 | 0 E | 10 | 25 | 35 | 35 | 45 | 10 F | 15 | 20 | 35 | 30 | 45 | 10 G | 5 | 45 | 50 | 45 | 50 | 0 H | 10 | 35 | 45 | 40 | 50 | 5 I | 20 | 35 | 55 | 30 | 50 | -5 J | 5 | 50 | 55 | 50 | 55 | 0

Based on the table, we can see that the tasks with zero slack are A, B, D, G, and J. Therefore, the critical path is A-B-D-G-J, which has a total duration of 55 days. The other options are not the correct critical paths, as they either include tasks with positive slack (such as C, E, F, and H) or have a longer duration than 55 days (such as A-C-F-I-J).

QUESTION 3

A project manager is creating the WBS.

In which of the following phases is the project?

A. Initiation

B. Planning

C. Execution

D. Closing

Correct Answer: B

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

QUESTION 4

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

A. Performance

B. Smoke

C. Regression

D. Unit

Correct Answer: B

Smoke testing is a preliminary test to check whether the most essential functions of the software work correctly. It is often the first step in the testing phase and helps confirm that the build is stable enough for further testing. This aligns with CompTIA Project+ practices for software testing phases.

QUESTION 5

An software engineer is applying new updates to a program in a sandbox environment. Which of the following risk strategies best describes this practice?

A. Transfer

B. Mitigate

C. Avoid

D. Accept

Correct Answer: B

Mitigate is a risk strategy that involves taking actions to reduce the probability or impact of a risk. By applying new updates to a program in a sandbox environment, the software engineer is testing the changes before implementing them in the actual system, thus minimizing the chance of errors or failures that could affect the project.

QUESTION 6

During the execution phase, a new PM was assigned to a project. The PM received a request to add new functionality to the system that is being developed. While the PM was conducting a preliminary review with the team, the technical lead

highlighted that this functionality request was rejected during the planning phase.

Which of the following documents is the best source for the PM to use to confirm this assertion?

A. Issue log

B. Scope statement

C. Risk report

D. Change log

Correct Answer: D

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

QUESTION 7

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

A. Job title

B. Home address

C. Work phone number

D. Time zone

E. Date of birth

F. Blood type

Correct Answer: BE

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

QUESTION 8

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

A. Identify and assess stakeholders.

B. Hold daily status meetings.

C. Remove access and plan the project sign-off.

D. Review assumptions and constraints for input to the risk register.

Correct Answer: D

The project manager and team should review assumptions and constraints for input to the risk register during the planning phase of a project. Assumptions are statements that are considered to be true for the purpose of planning, but may or may not be valid in reality. Constraints are factors that limit the project scope, time, cost, quality, or resources. Both assumptions and constraints can introduce risks to the project, which are uncertain events or conditions that can have a positive or negative impact on the project objectives. The risk register is a document that records the identified risks, their causes, impacts, probabilities, responses, owners, and status. Reviewing assumptions and constraints can help the project manager and team identify, analyze, prioritize, and plan for the potential risks that may affect the project. The other options are not the correct activities that the team should do during the planning phase of a project. Identifying and assessing stakeholders (option A) is an activity that is done during the initiating phase of a project, not the planning phase. Stakeholders are individuals or groups that have an interest or influence in the project, and their identification and assessment is important to define the project scope, objectives, and success criteria, and to establish a communication plan. Holding daily status meetings (option B) is an activity that is done during the executing and monitoring and controlling phases of a project, not the planning phase. Daily status meetings are short and frequent meetings where the project team members report on their progress, issues, and plans for the next day. Daily status meetings can help the project manager track the project performance, resolve problems, and communicate updates. Removing access and planning the project sign-off (option C) is an activity that is done during the closing phase of a project, not the planning phase. Removing access is a security measure to ensure that the project resources do not

have access to the project systems, data, or assets after the project is completed. Planning the project sign-off is a process to obtain the formal acceptance and approval of the project deliverables from the stakeholders and customers.

QUESTION 9

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

A. To provide a record of the project\\'s progress and achievements for future reference

B. To show stakeholders that the project is on track and progressing as planned

C. To help team members be aware of roles and responsibilities

D. To ensure that the project team understands the importance of the project to the organization

Correct Answer: A

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

QUESTION 10

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

A. Trigger the contingency plan and communicate with the stakeholders.

B. Work with the functional managers to create a work-around.

C. Submit a change request to the change control board.

D. Transfer the risk by hiring a new vendor who was successful on a previous project.

E. Set up an escalation meeting with the sponsor.

Correct Answer: C

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

QUESTION 11

An opportunity emerged in the middle of a project life cycle.

Which of the following is the BEST action for the project manager to take?
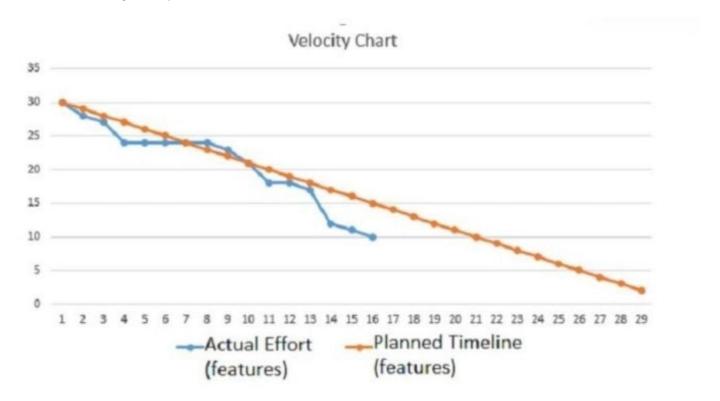
A. Exploit the risk.

B. Accept the risk.

C. Avoid the risk.

D. Transfer the risk.

Correct Answer: A

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

QUESTION 12

Given the following velocity chart:

Velocity Chart

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

A. The project utilized all of its available reserve.

B. The project has scope creep.

C. The project deviated from the critical path.

D. The project is trending ahead of schedule.

Correct Answer: D

A velocity chart is a tool used in agile project management to track the progress and performance of a project team over time. It shows the number of features or user stories completed in each iteration or sprint. The planned timeline line

represents the expected or ideal velocity, while the actual effort line shows the actual or achieved velocity. By comparing the two lines, the Scrum master can identify any gaps, trends, or issues in the project delivery.

Based on the image, the most likely update that the Scrum master can provide to the senior management team is D. The project is trending ahead of schedule. This is because the actual effort line is above the planned timeline line for most of

the time, indicating that the project team is completing more features than expected in each sprint. This means that the project is ahead of schedule and has a positive velocity variance.

QUESTION 13

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

A. Too much time might be spent generating project delays.

B. The project manager might be seen as weak.

C. The number of change requests throughout the project might be reduced.

D. Some stakeholders might not be completely satisfied.

Correct Answer: D

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

QUESTION 14

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

A. To send the appropriate customer notifications

B. To avoid a negative impact on other software functionalities

C. To ensure adequate resources are in place to implement the change

D. To confirm that the software is a business priority

Correct Answer: B

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

which helps in mitigating risks associated with the change.

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

official CompTIA resources.

QUESTION 15

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

A. Critical paths

B. Resources

C. Milestones

D. Work breakdown structures

Correct Answer: C

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

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