Quick Quiz June 10, 2020

Question #1 of 95

What should you do FIRST when stakeholders cannot agree on a project's objectives?

- ✔ √ **A)** **Meet with each stakeholder individually to gain a clear understanding of which objective each thinks is critical.**
- ✖ ✗ **B)** Initiate team-building activities with the stakeholders to better facilitate communication within the team and promote team unity.
- ✖ ✗ **C)** Present a matrix of common needs to all stakeholders and discuss possible compromises.
- ✖ ✗ **D)** Conduct brainstorming sessions with all stakeholders.

Explanation

When stakeholders cannot agree on a project's objectives, you should first meet with each stakeholder individually to gain a clear understanding of which objectives each thinks are critical. After conducting the individual meetings, you can analyze the requirements and produce a matrix showing the relative commonality of the stakeholder objectives. Armed with this tool, you can meet with the stakeholders as a group and graphically demonstrate to them which objectives they have in common and which ones they do not. The stakeholders can quickly approve the common objectives, then work to reach a consensus on whether to include or eliminate the remaining objectives.

Conducting a brainstorming session with all stakeholders would be counterproductive at this point. The challenge here is not to produce a list of possible objectives (deliverables), but to determine which objectives are valuable and should be pursued in this project, and those that are less valuable and should not be pursued at this time.

Presenting a matrix of common needs to the stakeholders as a group and discussing possible compromises is a great idea, but FIRST you should meet individually with each stakeholder and obtain a clear understanding of which objectives each one thinks is critical.

Initiating team-building activities with the stakeholders to better facilitate communication within the team and to promote team unity is a good idea for making the team as efficient as possible. However, in this situation you have real disagreements over the direction of the project. Team building would not help the team members logically evaluate each objective to reach a final set of deliverables that would most benefit all stakeholders.

Objective:
Project Basics

Sub-Objective:
Classify project roles and responsibilities.

References:

Use these two forms to analyze your stakeholders, http://techrepublic.com.com/5100-6330-1027920.html

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

Question #2 of 95

Which reporting tool uses horizontal bars to show the activity durations for a project?

- ✖ ✗ **A)** Activity-on-Node
- ✖ ✗ **B)** Activity-on-Arrow
- ✔ √ **C)** **Gantt chart**
- ✖ ✗ **D)** histogram

Explanation

A Gantt chart uses horizontal bars to show the activity durations for a project. A Gantt chart is used to show a project's schedule. It graphically displays the work breakdown structure and the total duration required to complete all the activities in the project.

A histogram is used to show resource usage plotting a range of data as a frequency distribution. This is used in the Perform Quality Control process to identify over-usage or

under-usage of resources on the project.

An Activity-on-Node diagram is a project network diagram using the precedence diagramming method. It shows the network logic using boxes to represent activities and links them according to the sequence of the activities.

An Activity-on-Arrow diagram is a project network diagram using the arrow diagramming method. It shows the network logic using arrows to represent activities and connects them using circles called nodes.

Objective:
Project Tools & Documentation

Sub-Objective:
Compare and contrast various project management tools.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 12: Project Management Tools

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Question #3 of 95

Jane Robinson is a project manager for a software firm. She receives a change request from the customer. The request directly negates two items on the project scope. Jane wants to study the project charter, so she can make a decision accordingly. What is Jane trying to accomplish?

✔ √ **A) To determine whether it would be beneficial to have the scope change approved**
✖ ✗ B) To ensure that all the documentation on the project is complete
✖ ✗ C) To assess effectiveness of the change control system
✖ ✗ D) To ensure that the project does not require extra resources

<u>Explanation</u>

Jane needs to study the project charter to determine whether it would be beneficial to have the scope change approved. A scope change is a request to change the agreed scope and goals of the project to accommodate an alteration that was not defined initially to be a part of the project

Jane is not looking to study the project charter to ensure completeness of documentation, assess effectiveness of the change control system, or to ensure that the project does not require extra resources. The project charter will not provide enough information to carry out these tasks. They would require her to consult with the project management plan.

Objective:
Project Constraints

Sub-Objective:
Given a scenario, predict the impact of various constraint variables and influencers throughout the project

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 7: Project Constraints and Influences

Scope & Change Control, http://www.epmbook.com/scope.htm

Scope Change Request, http://uplandsoftware.com/tenrox/glossary/scope-change-request/

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You are preparing for schedule change communication. Which of the following statements are true? (Choose two.)

✖ ✗ A) A schedule change will always result in scope changes.

✔ √ **B) Dependency on an external vendor may result in schedule changes.**

✖ ✗ **C)** Dependency on an external vendor will never affect the project schedule.

✔ √ **D) A scope change will always result in schedule changes.**

Explanation

Dependency on an external vendor may result in schedule change. If the vendor does not deliver the scheduled deliveries on time, the project timelines will suffer. In addition, if the scope of the project changes, its schedule will also change. Change in scope implies development of fewer or more products than planned. If the new amount of product decreases, the schedule will shrink. However, if a greater amount of product needs to be produced, the project schedule will expand. Schedule changes for a project should be sent to the team members of the affected tasks and any dependent tasks. In addition, you need to alert any stakeholders that are interested in schedule changes. Finally, you would need to alert the project sponsor if the change would affect the project deadline or if the sponsor wanted to be informed of all schedule changes.

It is not true that when the schedule of a project is changed, the scope of the project will also change. There can be other causes for schedule changes than the scope.

Objective:

Communication & Change Management

Sub-Objective:

Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

Defining the Change Control System, http://josephphillips.com/defining-the-change-control-system/

Change Management, http://www.proj-mgt.com/PMC_Change_Management.htm

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Question #5 of 95

Which of the following options is an example of a business acquisition change that can affect a project?

✖ ✗ **A)** CDPress contracts with InterConn to provide help desk services for its personnel.

✔ √ **B)** The ownership of DreamSuites is transferred to VirtuArt through the sale of DreamSuites shares.

✖ ✗ **C) TXGlobal splits the accounts receivable and accounts payable functions into separate business units.**

✖ ✗ **D)** Metroil moves its main office from Dallas, TX to Houston, TX.

Explanation

The ownership of DreamSuites being transferred to VirtuArt through the sale of shares is an example of a business acquisition change that can affect a project.

CD Press contracting with InterConn to provide help desk services for its personnel is an example of outsourcing that can affect a project.

Metroil moving its main office from Dallas, TX to Houston, TX is an example of a business relocation that can affect a project.

TXGlobal splitting the accounts receivable and accounts payable functions into separate business units is an example of a business reorganization that can affect a project.

Objective:

Communication & Change Management

Sub-Objective:

Recognize types of organizational change.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 11: Change Control

Mergers and Acquisitions, http://www.edupristine.com/blog/mergers-acquisitions

Mergers And Acquisitions - M&A, http://www.investopedia.com/terms/m/mergersandacquisitions.asp

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Which one of the following is NOT a SCRUM artifact?

✔ √ **A)** User story

✖ ✗ **B)** Sprint backlog

✖ ✗ **C)** Burndown chart

✖ ✗ **D) Product backlog**

Explanation

User stories are NOT a SCRUM artifact. They are an input to Agile development, not a result of a sprint. A user story includes the requirements specifications and consists of a titled brief description of the desired features.

The other options are all SCRUM artifacts.

Burndown charts are detailed graphs that portray the time passed since the inception of the sprint versus the amount of work remaining.

Establishing a product backlog is crucial because it is a prioritized list of work for the development team. It includes descriptions of required functionalities and other product related information with respect to features, bugs, technical work, and knowledge.

A sprint backlog is created by the team. It includes a forecast of functionalities that will be made available in the upcoming increment, and the work that will be needed to deliver that functionality.

Objective:
Project Basics

Sub-Objective:
Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Scrum - Artifacts, https://www.tutorialspoint.com/scrum/scrum_artifacts.htm

The artifacts of SCRUM, http://www.e-technologymanagement.com/tm/index.php?option=com_content&view=article&id=314:the-artifacts-of-scrum&catid=39:agile

Question #7 of 95

Jill Moore, a project manager, is creating a document that lists and tracks all pending and unresolved problems the project is currently facing. Which of the following project documents is Jill creating?

✖ ✗ **A)** Risk register

✖ ✗ **B)** Change log

✖ ✗ **C)** Milestone list

✔ √ **D) Issues log**

Explanation

Jill is creating an issues log for the project. An issues log lists and tracks all pending and unresolved problems that the project is currently facing. These issues should be resolved as quickly as possible to avoid delays or quality problems.

If there is a possibility that the issue will occur again, it may become a risk. Issues logs help to record and track each issue that occurred along with the person responsible for fixing the issue. The completed issues log provides an overview of each issue and its resolution.

A risk register is created during project planning. It helps track forecasted risks and documents which risk response will be used if the risk occurs.

A change log is a record of all requested changes made to a project.

This milestone list contains all the major milestones in the project and the dates these milestones will be reached.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

Issue log, http://www.projektmanazer.cz/sites/default/files/dokumenty/novinky/leden/3-2issuelog.pdf

What is an issue log, https://www.simplilearn.com/issue-log-concepts-article

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At the end of the fourth month of a project, cumulative planned expenditures were $100,000. Actual expenditures totaled $120,000. How is the project doing?

- ✖ ✗ **A)** It is ahead of schedule.
- ✖ ✗ **B) It is in trouble because of cost overrun.**
- ✖ ✗ **C)** It will finish within the original budget.
- ✔ ✓ **D)** The information is insufficient to make an assessment.

Explanation

An EVM analysis has to be performed to know if the project will finish within the original budget. To perform an EVM analysis, you need information on how much work was actually accomplished in addition to what was budgeted and what was actually spent. This information is not provided in this scenario, so you cannot make an assessment.

To determine if the project is ahead of schedule, you need the schedule variance (SV). To find the schedule variance, you need information on what work was planned and how much of it was actually accomplished. Because this information is not provided in this scenario, it is not possible to assess whether the project is ahead of schedule.

To determine if the project is in trouble because of the cost overrun, you need to determine the cost variance (CV) on the project. To find the cost variance, in addition to what was budgeted and what was actually spent, you need information on how much work was actually accomplished by incurring the stated expense.

Using only the information provided in the scenario, you cannot determine if the project will finish within the original budget. An EVM analysis has to be performed to determine this.

Objective:
Project Basics

Sub-Objective:
Identify the basics of project cost control.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 3: Project Cost Control

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Which stakeholders attend SCRUM daily meetings?

- ✖ ✗ **A)** Project sponsor and the executive management only
- ✖ ✗ **B)** Project owner and technical lead only

✔ ✓ **C)** The entire team aligned with the project

✖ ✗ **D) Technical lead and project manager only**

Explanation

Daily SCRUM meetings are attended every day by the entire team involved with the project. It is imperative for everyone to be present, so that any impediments in way of achieving the previously planned tasks can be ruled out, while planning the next steps.

Daily SCRUM meetings do NOT touch upon matters regarding another project. Daily SCRUM meetings focus on the tasks to be taken up and completed until the next meeting, the hurdles getting in the way of effective completion of the task, and whether the tasks can be completed in the time stipulated.

Objective:
Project Basics

Sub-Objective:
Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Module 4: Daily SCRUM Meeting (aka. 15-minute Standup), http://scrumtrainingseries.com/DailyScrumMeeting/DailyScrumMeeting.htm

Daily SCRUM Meeting, https://www.mountaingoatsoftware.com/agile/scrum/daily-scrum

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Question ID: 1260320

Which of the following statements represents the best reason why the sponsor should review the business case in the early stages of the project?

✖ ✗ **A)** To confirm that the project requirements are understood by the project team members

✔ ✓ **B) To confirm that the project requirements are valid and the project should continue**

✖ ✗ **C)** To confirm that the project requirements are understood by all stakeholders

✖ ✗ **D)** To confirm that the project requirements are understood by the project manager

Explanation

The reason why the sponsor/champion should review the business case in the early stage of the project is to confirm that the requirements of the project are still valid and the project should continue. As the sponsor is accountable to ensure project success, this review is an important responsibility for him/her.

In practice, the sponsor may be a high-level executive for the project manager's organization, or it may be the external client who is paying for the service or product to be developed by the project.

The reason why the sponsor/champion should review the business case in the early stage of the project is not to confirm that the project requirements are understood by the project manager, project team members, or stakeholders.

Objective:
Project Basics

Sub-Objective:
Classify project roles and responsibilities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

Roles and responsibilities of a Project Sponsor, https://leadershipchamps.wordpress.com/2008/03/07/roles-and-responsibilities-of-a-project-sponsor/

Question #11 of 95

Which of the following statements is FALSE about the risk exploitation strategy?

- ✔ ✓ **A)** It does not seek to eliminate project uncertainties.
- ✖ ✗ **B) It seeks to reduce the cost and time required to realize project objectives.**
- ✖ ✗ **C)** It seeks to cause a risk to occur.
- ✖ ✗ **D)** It is the opposite of the risk avoidance response strategy.
- ✖ ✗ **E)** It is applied to positive risks.

Explanation

Risk exploitation is a response strategy for positive risks. Risk exploitation DOES seek to eliminate project uncertainties by ensuring that the risk opportunity is realized. Therefore, the risk exploitation response is the opposite of the risk avoidance response strategy.

An example of exploitation is to use new technology or technology upgrades to reduce the cost and time required to realize project objectives.

Avoidance, mitigation, acceptance, and transference are the four methods of dealing with negative risks, which are considered threats. Sharing, accepting, exploiting, or enhancing are the methods of dealing with positive risks, which are considered opportunities.

Objective:
Project Constraints

Sub-Objective:
Explain the importance of risk strategies and activities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 8: Risk Activities and Strategies

Risk Response Strategies for Positive Risks or Threats, https://pmstudycircle.com/2015/05/risk-response-strategies-for-positive-risks-or-opportunities/

Question #12 of 95

Which of the following statements describe the purpose of defining the high-level scope in the project Initiation phase? (Choose two.)

- ✖ ✗ **A)** It includes a schedule for producing each deliverable.
- ✔ ✓ **B) It clarifies what will be included in the project and what is beyond the range of activities and results.**
- ✔ ✓ **C) It serves as an input to planning the resource-related and technological requirements of the project.**
- ✖ ✗ **D)** It contains the specific budget that will be required to complete project activities.

Explanation

A written high-level scope definition aids in future planning of a project by identifying the requirements of the project and the specific elements to be included in the project. The high-level scope is written during project initiation and becomes part of the project charter.

A high-level scope does not include exhaustive calculations for budget. This is part of cost management planning, which occurs during the Planning phase. The project charter will include a high-level estimation of costs, but not budget calculations.

The Planning phase also produces the project scope statement, which is more detailed than the high-level scope definition included in the project charter. The scope statement documents the goals and detailed deliverables of the project, and becomes a baseline for the project. It also includes project constraints and key performance indicators as well as detailed project objectives.

A high-level scope does not include a schedule. The schedule is also determined during the Planning phase.

Objective:
Project Basics

Sub-Objective:

Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

Define project scope to include deliverables, boundaries, and requirements, http://www.techrepublic.com/blog/it-consultant/define-project-scope-to-include-deliverables-boundaries-and-requirements/

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In which of the following organizational structures does the project manager manage the project budget? (Choose two.)

- ✖ ✗ **A)** Weak matrix organizational structure
- ✔ √ **B) Projectized organizational structure**
- ✖ ✗ **C)** Functional organizational structure
- ✔ √ **D) Strong matrix organizational structure**

Explanation

Strong matrix and projectized organization structures require that the project manager manage the project budget. These organization structures entrust more authority to project managers, compared to weak matrix and functional organizational structures.

Weak matrix and functional organizational structures do not have their project managers manage and control the project budget.

Objective:

Project Basics

Sub-Objective:

Identify common project team organizational structures.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures

What is a Matrix Organization Structure?, https://pmstudycircle.com/2012/08/what-is-a-matrix-organization-structure/

What is a Functional Organization Structure?, https://pmstudycircle.com/2012/08/what-is-a-functional-organization-structure/

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Which of the following roles represent the person or group that provides/approves the financial resources for the project?

- ✖ ✗ **A)** Project manager
- ✔ √ **B) Sponsor/champion**
- ✖ ✗ **C)** Project coordinator
- ✖ ✗ **D)** Scheduler

Explanation

The person or group that provides and/or approves the financial resources for the project is project sponsor or champion. According to PMI, a sponsor is a person or group who provides resources and support for the project and is accountable for enabling the success of the project. In practice, the sponsor may be a high-level executive for the project manager's organization, or it may be the external client who is paying for the service or product to be developed by the project.

The sponsor provides approval for the project funding and the project charter, project baselines, and high-level requirements. This person or group also is responsible for marketing. The responsibility of the project sponsor also includes making the business case or justification, as well as handling all roadblocks, such as providing go/no go

decisions for high risks.

A project coordinator is responsible for supporting the project manager, coordinating with cross-functional teams, providing support with documentation and administrative support, scheduling resources for the project, and checking for quality. For smaller projects that do not have a coordinator, some or all of these tasks may be the responsibility of the project manager.

A scheduler is responsible for developing and maintaining the project schedule, communicating timelines and their changes, and reporting on schedule performance. The scheduler solicits information about the current task status from resources.

A project manager is responsible for managing the project team, handling project communications, determining and maintaining project scope, managing risk, controlling budget and time, and maintaining project quality. The project manager is also responsible for all project artifacts, such as lessons learned documentation.

Objective:

Project Basics

Sub-Objective:

Classify project roles and responsibilities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

Executive Engagement: The Role of the Sponsor, http://www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/executive-engagement.pdf

Roles and responsibilities of a Project Sponsor, https://leadershipchamps.wordpress.com/2008/03/07/roles-and-responsibilities-of-a-project-sponsor/

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John Brown is a project manager for a new data center project. John needs to schedule a kick-off meeting to begin the project. Which of the following reasons does NOT justify holding this meeting?

- ✖ ✗ **A)** To inform team members of the project requirements and tasks involved.
- ✖ ✗ **B) To establish individual accountability for each task.**
- ✔ ✓ **C)** To establish a line of communication between team members and stakeholders.
- ✖ ✗ **D)** To get all team members acquainted with each other and their involvement.

Explanation

Establishing a line of communication between team members and stakeholders is not done during the kick-off meeting. This is done by developing a communication management plan and distributing it to the team members. Stakeholders generally do not attend a kick-off meeting.

A kick-off meeting for a project is facilitated by a project manager before the execution phase. It informs team members about the project requirements and tasks involved, establishes accountability to establish ownership of each teak, and allows all team members to become acquainted with each other and their involvement. It also establishes a vision of the project, identifies a team and all members involved, and develops an initial project plan with respect to execution.

Objective:

Communication & Change Management

Sub-Objective:

Given a scenario, use the appropriate communication method.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

Why Kickoff Meetings Matter, http://study.com/academy/lesson/kickoff-meeting-in-project-management-purpose-agenda.html

10 Steps to a Project Kickoff: A Checklist for Project Managers, https://www.wrike.com/blog/project-kickoff-checklist-infographic/

Question #16 of 95

Which of the following statements hold true about matrix organizations? (Choose three.)

✔ √ **A)** **Provides opportunities to share knowledge/skills because resources from different functional areas can be assigned to a project**

✔ √ **B)** **Makes the organization's highly skilled resources available for projects**

✔ √ **C)** Provides an environment of job security to the employees

✖ ✗ **D)** **Has functional areas so focused on their own department's goals that the company's objectives can take a backseat**

Explanation

In matrix organizations, resources can be shared across projects as per requirements. These resources belong to different functional units and possess different sets of knowledge and skills. Therefore allocating these resources to different projects presents the opportunity to share knowledge and skills. In such an organization, the highly skilled resources become available for projects. This structure gives an environment of job security for the employees because workers return full time to their regular positions once the project ends.

In a matrix organization, the functional units are not focused on department's goals. Rather, these units focus on company's objectives and align all of their activities accordingly. While projectized organizations release their resources when the projects end, functional organizations return their resources to the functional units when the projects end.

Objective:
Project Basics

Sub-Objective:
Identify common project team organizational structures.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures

ORGANIZATIONAL STRUCTURE, http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Structure.html

What is a Matrix Organization Structure?, https://pmstudycircle.com/2012/08/what-is-a-matrix-organization-structure/

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You are managing a project that is developing an order-entry program. The project plan has been signed off on, and the project is well under way. You have discovered that end users have been requesting that additional screens be added to the system, and the programmers on the team have been fulfilling their requests. These additional screens were not part of the original project scope.

Which problem is occurring due to these additional requests being fulfilled?

✖ ✗ **A)** poor performance

✖ ✗ **B)** cost overruns

✖ ✗ **C)** charter dissention

✔ √ **D)** **scope creep**

Explanation

In this scenario, scope creep is occurring. Changes made to a project after the project scope has been defined cause the scope of that project to grow in size with each change that is made. The growth of the project size due to these changes is known as "scope creep." Scope creep can cause cost overruns, missed deadlines, and a distorted final product. This is why it is important to establish a process for requesting changes. Having a formal change-process policy in place creates a mechanism for managing scope creep.

All of the other options are incorrect because they do not reflect the problem that is occurring.

If scope creep occurs, the schedule and budget is affected.

Objective:

Project Constraints

Sub-Objective:

Given a scenario, predict the impact of various constraint variables and influencers throughout the project

References:

Seven steps for avoiding scope creep, http://articles.techrepublic.com.com/5100-10878_11-1045555.html

CompTIA Project+ Cert Guide (Certification Guide), Chapter 7: Project Constraints and Influences

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Which of the following options is true regarding a project manager's level of authority within a functional organization?

✖ ✗ **A)** Total authority

✖ ✗ **B)** Moderate to high authority

✖ ✗ **C)** High authority

✔ ✓ **D) Limited or no authority**

Explanation

In a functional organization, a project manager has little or no authority to make decisions. A functional organization is structured based on the specific functions that different groups of people perform. For example, a functional organization can be structured as Information Technology (IT), Accounts, Customer Service, and Marketing departments. These departments are headed by functional managers who have the authority to take project decisions. Project resources report to a functional manager.

In a matrix organization, project manager authority ranges from weak to strong. In a projectized organization, the project manager has full authority.

Objective:

Project Basics

Sub-Objective:

Identify common project team organizational structures.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures

Functional Organizations versus Projectized Organizations (CONCEPT 10), https://www.passionatepm.com/blog/functional-organizations-versus-projectized-organizations-pmp-concept-10

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George Thomas, a project manager at an IT firm, is assigned to a software project. The project is sponsored by a company that is represented by several independent sales people. During the user testing phase, a sales person employed by the sponsor mentions that he would like an important feature tweaked in the application. How should George address this issue?

✖ ✗ **A)** Develop a risk mitigation plan.

✖ ✗ **B)** Ensure that scope change complies with all relevant contractual provisions.

✖ ✗ **C)** Inform the project sponsor of changes to scope, cost, and schedule.

✔ ✓ **D) Ask the sales person for a formal change request.**

Explanation

George should ask the sales person for a formal change request declaring in detail the new changes and how they need to be implemented.

George would be able to inform the sponsor of the changes to the project constraints after George receives a formal change request from the sales person.

George would be able to ensure scope compliance after the new change has been formally received as a change request.

George will not develop a risk mitigation plan; instead, he should request the sales person for an official change request.

Objective:

Project Constraints

Sub-Objective:

Given a scenario, predict the impact of various constraint variables and influencers throughout the project

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 7: Project Constraints and Influences

Project Management Triangle, https://www.tutorialspoint.com/management_concepts/project_management_triangle.htm

Five tips for managing project change requests, http://www.computerweekly.com/opinion/Five-tips-for-managing-project-change-requests

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Which of the following types of long-term contract sets a total price for the procured product, but allows the price to fluctuate based on market conditions?

- ✖ ✗ **A)** FFP
- ✔ ✓ **B)** FP-EPA
- ✖ ✗ **C)** T&M
- ✖ ✗ **D)** FPIF

Explanation

A Fixed Price with Economic Price Adjustment (FP-EPA) contract is a long-term contract that sets a total price for the procured product. However, it allows the price to fluctuate based on market or economic conditions.

A Firm Fixed Price (FFP) contract pays a set price for procured goods, regardless of market or economic conditions that may later affect the price of the same goods or products.

A Fixed Price Incentive Fee (FPIF) contract pays a fixed price for the procured product, but allows financial incentives to be added if the vendor achieves the defined metrics.

A Time and Materials (T&M) contract pays a fixed price for the procured product, and also reimburses the vendor for their time as detailed in the contract.

Cost-reimbursable contracts involve reimbursing the seller for actual procured product costs plus a fee to provide the seller with a profit. The following types of contracts are included in this category:

- Cost Plus Fixed Fee (CPFF) - The seller is reimbursed for all allowable costs, and also receives a fixed-fee payment that is usually a percentage of the initial estimate.
- Cost Plus Incentive Fee (CPIF) - This seller is reimbursed for all allowable costs, and also receives an incentive fee for achieving defined metrics.
- Cost Plus Award Fee (CPAF) - The seller is reimbursed for all allowable costs, and may receive an award based on the satisfaction of the purchaser.

Objective:

Project Tools & Documentation

Sub-Objective:

Identify common partner or vendor-centric documents and their purpose.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

Contract, http://www.businessdictionary.com/definition/contract.html

Types of Contracts, https://contracts.uslegal.com/types-of-contracts/

Question #21 of 95

Which three statements define the SCRUM master's role in gathering requirements? (Choose three.)

✖ ✗ **A) Acting as a resource manager during requirements gathering**

✔ ✓ **B) Translate the needs of product owners and customers**

✔ ✓ **C) Bridging all gaps by ensuring effective communication**

✖ ✗ **D)** Prioritize tasks on the product backlog

✔ ✓ **E)** Handle external impediments or complications

Explanation

The SCRUM master translates the needs of product owners and customers, handles external impediments, and ensures effective communication.

The SCRUM master is not responsible for prioritizing tasks on the product backlog. That responsibility remains with the product owner.

Gathering requirements is a continuous process in the course of a project lifecycle. The role of the SCRUM master in gathering requirements is not to be a resource manager, but to be a supporter who translates the customer's needs while urging the development team towards success. He does not offer requirements. Rather, he would help guide the team to determining the requirements through stakeholder analysis. SCRUM masters also handle external complications while ensuring a flow of effective communication with the customer, and bridge all gaps by ensuring effective communication between the customers and the project team.

Objective:
Project Basics

Sub-Objective:
Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Requirements management, http://knowledge.apm.org.uk/bok/requirements-management

Techniques for gathering requirements in Agile SCRUM, http://searchsoftwarequality.techtarget.com/tip/Techniques-for-gathering-requirements-in-Agile-scrum

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Question #22 of 95

You need to create the work breakdown structure (WBS) for a project you are managing. Which document should you use as input?

✖ ✗ **A)** the stakeholder register

✖ ✗ **B)** the project charter

✖ ✗ **C) the scope baseline**

✔ ✓ **D)** the project scope statement

Explanation

The project scope statement should be used as input to the Create WBS process. There are three primary inputs to the Create WBS process: project scope statement, requirements documentation, and organizational process assets (specifically policies, procedures, and templates for the WBS; project files from previous projects; and lessons learned from previous projects).

None of the other options acts as an input to the Create WBS process. The project charter is an input to the Develop Project Management Plan, Collect Requirements, Define Scope, and Identify Stakeholders processes. The stakeholder register is an input to the Plan Communications, Manage Stakeholder Expectations, Collect Requirements, Plan Quality, and Identify Risks processes. The scope baseline is an output of the Create WBS process and an input to the Develop Project Management Plan, Define Activities,

Estimate Costs, Determine Budget, Plan Quality, Identify Risks, and Plan Procurements processes.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #23 of 95

Question ID: 1260481

You are managing a project that has several team members. One of the team members unexpectedly quit in the middle of the project, and a new team member replaced the former employee.

The new team member, who is a friend of the project sponsor, was told that she would only have to work Monday through Friday during normal business hours (9:00 a.m. - 5:00 p.m.). However, because certain parts of the project are disruptive to the client organization's business, they can only be completed on weekends and other non-business hours.

Several members of the team made it very clear that they are not happy that the new team member is a close friend of the project sponsor and that she is not required to work on weekends and at night as are all other members of the team.

What should you do?

- ✔ ✓ **A)** Ask the new team member to take her turn working nights and weekends.
- ✖ ✗ **B) Request that the project sponsor talk with the new team member.**
- ✖ ✗ **C)** Replace the members of the team that are unhappy.
- ✖ ✗ **D)** Inform the client of the situation, and request that the team be allowed to work during normal business hours.
- ✖ ✗ **E)** Add an additional team member who will work odd hours.

Explanation

The best course of action is to ask the new team member to take her turn working nights and weekends. After you explain the situation, she will either agree to take her turn working the odd shifts at the client's site (in which case the problem is solved), or she will insist on being treated differently from the other team members. If she refuses to work like all the other team members, you will probably have to replace her to avoid crushing team morale and disrupting the project. However, before you do this, you should make sure the project sponsor is aware of the problem and your reason for taking this action. Otherwise, you could create an even bigger problem.

Replacing the members of the team that are unhappy would not be a wise course of action. Their unhappiness in this situation is understandable, and you would only lose expertise on the project team.

Requesting that the project sponsor talk with the new team member is also not the best course of action. As the project manager, you yourself are required to handle conflicts within the team.

Informing the client of the situation and requesting that the team be allowed to work during normal business hours is probably the worst course of action. You should work around the client's constraints, not try to change them midstream for your benefit.

Objective:
Project Basics

Sub-Objective:
Explain the importance of human resource, physical resource, and personnel

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

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Question #24 of 95

David Hall, a project manager, needs to create a document that describes when the project is due for delivery, the tasks that constitute each deliverable, and the resources required to complete each deliverable on time. Which of the following documents is David creating?

- ✖ ✗ **A)** Project charter
- ✖ ✗ **B)** Status report
- ✖ ✗ **C) WBS**
- ✔ √ **D)** Project schedule

Explanation

David is working on creating the project schedule, which includes information like when the project is due for delivery, the tasks that constitute each deliverable, and the resources required to complete each deliverable on time. A project schedule is commonly used in the project planning and project portfolio management parts of project management.

David is not working on a WBS. A work breakdown structure (WBS) provides a detailed breakdown of the deliverables of a project. A WBS will list the tasks in the project, the estimated time each task will take, and the hierarchy of the tasks in a predecessor and successor layout. It does not include required resources.

David is not working on the project charter. The project charter would not list individual tasks required to complete each deliverable or the resources required. A project charter is a high-level document that includes the start and end dates of the project, objectives and goals set for the course of the project, and high-level risks that could be encountered. It also includes the project purpose, stakeholder list, high-level requirements, assumptions and constraints, high-level risks, summary budget and schedule, management support, project approval requirements, and the project manager's level of authority.

David is not working on a status report. A status report is a formalized report on project progress against the project plan. Its purpose is to effectively and efficiently communicate project status to project stakeholders at regular intervals. A status report may report that tasks have been completed, but it would not list individual tasks along with the resources required to complete each deliverable.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

What is a Project Schedule in Project Management, https://www.wrike.com/project-management-guide/faq/what-is-a-project-schedule-in-project-management/

Seven Tips on How to Build a Solid Schedule, http://www.pmi.org/passport/mar09/passport_mar09_seven-tips-on-how-to-build-a-solid-schedule.html

Question #25 of 95

A project is characterized as:

- ✖ ✗ **A)** a group of activities that perform some ongoing function and are managed collectively
- ✖ ✗ **B)** a group of related activities that obtain a specific business objective
- ✔ √ **C) a temporary endeavor to create a unique product or service**
- ✖ ✗ **D)** a planned activity to accomplish a task that has not been previously undertaken

Explanation

According to the PMBOK, a project is defined as "a temporary endeavor undertaken to create a unique product or service." Both projects and normal operations involve planned execution of tasks, often with similar resource constraints. The two key characteristics that differentiate a project from normal operations are that the project is temporary and unique. The term temporary refers to the fact that a project is not ongoing or occurring routinely at regular intervals. A project has a definite beginning point and a definite ending point. The term unique refers to the fact that a project is somewhat different from previously undertaken tasks. Although a project may be similar to a project

undertaken in the past, it would have characteristics that make it different from past projects in some way.

All of the other options are incorrect because they do not correctly characterize a project.

In the CompTIA Project+ Exam Guide, CompTIA lists the following three characteristics of a project:

- temporary endeavor
- delivers a unique product or service
- constrained by time, resources, and quality

Objective:
Project Basics

Sub-Objective:
Summarize the properties of a project.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

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Question #26 of 95

Which of the following techniques is NOT a valid way to avoid resource overallocation?

  ✖ ✗ **A)** Prioritizing projects
  ✔ √ **B)** Limiting project acquisition
  ✖ ✗ **C)** **Leveling resources**
  ✖ ✗ **D)** Allowing breathing space

Explanation

Limiting the acquisition of projects is not a valid way to avoid resource overallocation. Overallocation occurs when multiple tasks are allocated to the same resource or when multiple resources are allocated to the same task unnecessarily. Resource overallocation can be mitigated by correctly prioritizing projects and tasks, using resource leveling, maintaining a shared resource calendar, and allowing breathing space.

Resource allocation is a crucial aspect of a project lifecycle which throws light on the health of the project. Overallocation is likely to occur when there are multiple projects in a company, a small resource pool, and team members involved in multiple tasks. Planning resource allocation is the key to keeping projects on schedule, within budget, and with the expected quality.

Projects are prioritized by deciding which tasks a resource should focus on from among all the projects or tasks that he is working on. Prioritizing projects is a valid way to avoid resource overallocation.

Resource leveling helps the project manager ensure that resource demand never exceeds resource availability by analyzing the possibilities of imbalance in resource allocation for each project. Resource leveling is a valid way to avoid resource overallocation.

Permitting a slight breathing space for the resource between each task helps avoid overallocation. However, it is also important to ensure the resource is not underallocated. While float or slack is included in a project while developing a schedule as part of critical path method, breathing space is a technique that may be used if you determine resource issues exist that could delay the project schedule. Float is something you compute strictly based on the task durations, while breathing space is something you add specifically to help with resource availability issues.

Objective:
Project Basics

Sub-Objective:
Explain the importance of human resource, physical resource, and personnel

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

Techniques for Avoiding Resource Overload, http://www.brighthubpm.com/resource-management/11638-resource-allocation-do-you-overwork-your-resources/

What is Resource Leveling?, http://www.brighthubpm.com/resource-management/10397-leveling-your-resources-to-avoid-overtime/

Question #27 of 95

Throughout the project, various project components must be created. Match the project documentation with the project phase within which it is created.

(All components should be assigned to a single project phase. Each project phase will have at least one assigned component. Components should be assigned to the project phase in which they are created, not necessarily the phase in which they are edited.)

{UCMS id=5761204606730240 type=Activity}

Explanation

The project components are created in the project phases as follows:

Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project charter	Work breakdown structure	Deliverables	Change control	Project archives
Business case	Project management plan		Quality assurance	Project sign-off

According to CompTIA, the project components are matched with the project phases as follows:

- Initiating
  - Project charter
  - Business case
  - High-level scope definition
  - High-level risks
- Planning
  - Schedule
  - Work breakdown structure
  - Resources
  - Detailed risks
  - Requirements
  - Communication plan
  - Procurement plan
  - Change management plan
  - Budget
- Executing
  - Deliverables
- Monitoring and controlling
  - Risks/issues log
  - Performance measuring and reporting
  - Quality assurance/governance
  - Change control
  - Budget
- Closing
  - Transition/integration plan
    - Training
  - Project sign off
  - Archive project documents
  - Lessons learned
  - Release resources
  - Close contracts

Objective:
Project Basics

Sub-Objective:

Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

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Question #28 of 95

You are the manager of a project that is creating a new application for the Marketing department in your company. During the project, the Marketing department supervisor moves to another department, and a new supervisor is hired from outside the company. Of which type of communication trigger is this an example?

  ✖ ✗ **A)** Milestone
  ✖ ✗ **B)** Schedule change
  ✖ ✗ **C) Resource change**
  ✔ √ **D)** Stakeholder change

<u>Explanation</u>

A new Marketing department supervisor being hired from outside the company marks the communication trigger of stakeholder change. This change should be reflected in the stakeholder register.

The purpose of the stakeholder register is to document the list of personnel impacted by a project and their influence and impact on the project. The stakeholder register supports project planning, team forming, defining success criteria, communications, governance, and defining tasks and responsibilities. Any changes to the stakeholder register should be communicated to the project sponsor, team members, project stakeholders, and the project owner.

The communication trigger is not a resource change because stakeholders are not project resources. A resource plan describes the type of resource needed and the timing of that need; it is critical to effective resource management. When a resource change occurs, the team members, project sponsor, and the project stakeholders need to be notified. Resources for a project include project team members and physical materials or equipment.

The communication trigger is not a milestone. A milestone is a reference point that marks a major event in a project and is used to monitor the project's progress. The milestones for a project should present a clear sequence of events that will incrementally build up to the completion of the approved project. Reaching a milestone is typically a stakeholder communication trigger.

The communication trigger is not a schedule change. A project schedule is a listing of a project's milestones, activities, and deliverables with intended start and finish dates. When a project schedule is updated, the team members, project sponsor, project owner, and the project stakeholders need to be notified so that the tasks can be handled effectively to meet the target dates.

Objective:

Communication & Change Management

Sub-Objective:

Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

Managing Project Communications, http://www.free-management-ebooks.com/faqpm/team-08.htm

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Question #29 of 95

Prior to creating the schedule for a building construction project, and Donald must define the dependencies between the project tasks. The piping and wiring by the project team must be completed prior to the start of the installation of drywall or sheetrock. Which type of dependency does this require?

  ✖ ✗ **A)** Mandatory external dependency

✖ ✗ **B)** Discretionary external dependency

✔ ✓ **C) Mandatory internal dependency**

✖ ✗ **D)** Discretionary internal dependency

<u>Explanation</u>

This case requires a mandatory internal dependency. Mandatory dependencies involve physical limitations and contractual or legal obligations. Internal dependencies fall within the team's control, and are based on the relationship between project activities and internal project resources.

The tasks do not require a mandatory external dependency. External dependencies fall outside the project team's control. They are based on the relationship of project activities to resources, activities, or vendors outside the project. A mandatory external dependency would exist between the completion of the electrical wiring and its approval by a building code inspector.

The tasks do not require a discretionary dependency. Discretionary dependencies are based on procedures and the knowledge of best practices. Project teams agree adhere to a discretionary dependency to meet a standard, not because of a physical limitation or legal obligation. In this case, the project team cannot choose to finish dry-walling before wiring and plumbing lines are run.

Objective:

Project Basics

Sub-Objective:

Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

4 Types of Project Dependencies, http://www.pmbypm.com/4-types-of-project-dependencies/

Question #30 of 95

Question ID: 1260475

You are a project manager that has been assigned a high-profile project. You are performing resource planning, and you want to identify potential resources that you might use for activities on your project. Which would you use?

✖ ✗ **A)** WBS

✖ ✗ **B) RAM**

✖ ✗ **C)** resource histogram

✔ ✓ **D)** activity resource requirements

<u>Explanation</u>

You would use the activity resource requirements to identify potential resource needs. The activity resource requirements is a record of the personnel and competencies needed for the project.

You would not use the WBS. A work breakdown structure (WBS) is a hierarchical chart created during scope definition that provides a detailed description of all of a project's deliverables.

You would not use the RAM. A responsibility assignment matrix (RAM) depicts the roles and responsibilities of assignments for the project, linking them to specific phases or work packages of a project. A RAM is created after you identify the potential resources.

You would not use a resource histogram. A resource histogram depicts the resource loading for a project, including the resource overallocations. A resource histogram is often created during the planning process.

Objective:

Project Basics

Sub-Objective:

Explain the importance of human resource, physical resource, and personnel

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

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Question #31 of 95

Which of the following should a project manager define before moving on to activities that involve establishing a project schedule, setting goals and targets, and allocating resources to the project?

- ✖ ✗ **A)** Project budget
- ✖ ✗ **B)** Possible roadblocks
- ✔ √ **C) Project scope**
- ✖ ✗ **D)** Dashboard information

Explanation

Before moving on to activities that involve establishing a project schedule, setting goals and targets, and allocating resources to the project, a project manager must define the project scope. The project scope includes a list of the requirements desired for the project and the amount of work that needs to be put in to deliver the required functions and features. The scope must be formally accepted by the project sponsor before the project planning can begin, including setting the budget. The scope is based on the project charter.

The project scope is recorded in the project scope document, which defines the goals or purpose of the project. Within the scope document, you state the justification for the project, the benefits of the project, and the deliverables that will be produced by the project. The project scope document is created after the project charter.

A project manager should not define the project budget, possible roadblocks, and dashboard information without defining the project scope first.

Objective:
Project Basics

Sub-Objective:
Classify project roles and responsibilities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

What is Scope in Project Management, https://www.wrike.com/project-management-guide/faq/what-is-scope-in-project-management/

How to define the scope of a project, http://www.cio.com.au/article/401353/how_define_scope_project/

Question #32 of 95

Which of the following statements are benefits of managing projects within a program? (Choose all that apply.)

- ✖ ✗ **A)** Increases level of conflict among projects
- ✔ √ **B) Achieves strategic goals of the organization**
- ✖ ✗ **C)** Maximizes resource constraints
- ✔ √ **D) Provides easy and better management of interrelated projects**

Explanation

Projects within a program are related through their common outcome or are managed in a collective way. For example, projects in a program may all be managed by the same project manager or team of project managers, or they may all produce the same type of products or services. Therefore, managing the interrelated projects within a program becomes easy. Further, it helps achieving strategic goals of the organization.

For example, an electric vehicle manufacturer's portfolio may include a program of electric cars, a program of industrial batteries, and a one-of-a-kind racing vehicle. The

company could more efficiently manage all of its car projects and all of its industrial battery projects if it had two programs, one for each type of project.

When interrelated projects are managed as part of a program, the resource constraints are minimized and not maximized. For example, different car projects could share a production facility or supply-chain resource. In addition, there are fewer conflicts among projects when they are managed as part of a program.

Objective:

Project Basics

Sub-Objective:

Summarize the properties of a project.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

Program Management, http://www.slideshare.net/ray_davis/introduction-to-project-program-portfolio-management

Project Management vs Program Management vs Portfolio Management, https://pmstudycircle.com/2012/03/project-management-vs-program-management-vs-portfolio-management/

Question #33 of 95

Carol, a project manager at Metroil Inc., is overseeing a software development project. The customer had requested early on that they be kept informed about updates on every task initiation and completion. Which of the following should Carol do?

- ✔ √ **A)** **Add this information to the communication plan.**
- ✖ ✗ **B)** Add this information to the stakeholder register.
- ✖ ✗ **C)** Add this information to the schedule.
- ✖ ✗ **D)** Add this information to the stakeholder management plan.

Explanation

She should add this information to the communication plan. The communication plan documents how project communication should be managed. It should include a list of team members and stakeholders, the communication medium preferred, and all types of communication they want.

She should not document the information in the stakeholder register. The stakeholder register is a list of the project stakeholders, the different methods of communication they like, the communication methods they prefer, and their power over and interest in the project.

She should not document the information in the stakeholder management plan. The stakeholder management plan documents how to manage stakeholders and their requirements.

She should not document the information in the schedule. The schedule does not provide communication information.

Task initiation or completion is the most common project communication trigger. When a task starts or finishes, you need to ensure that the team members who are working on any dependent task are notified. In addition, you must identify stakeholders who want to be kept abreast of any particular tasks.

Objective:

Communication & Change Management

Sub-Objective:

Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

How to Develop a Project Communication Plan, http://www.quickbase.com/blog/how-to-create-a-project-communication-plan

Question #34 of 95

You have joined an organization as a project manager. You have been assigned to a project and need to lead a team that has been formed already by the top management. Which would be the best method to initiate the communication process with your project team?

- ✖ ✗ **A)** **Conduct an informal meeting with the team members.**
- ✖ ✗ **B)** Prepare and send a communication plan to all the team members.
- ✔ ✓ **C)** Conduct a kick-off meeting to discuss about the project objectives.
- ✖ ✗ **D)** Prepare a detailed work schedule and distribute among the team members.

Explanation

Coordination is an important task in the project management process. The project manager needs to coordinate and direct the team members to achieve the objective of the project team. The kick-off meeting provides an opportunity to convey the following points:

- Communicate stakeholder expectations.
- Explain the high level timeline.
- Explain project goals and objectives.
- Explain roles and responsibilities of project team members.

An informal meeting is a way of communicating that will help the project manager to know the team members and their understanding about the project. This would not be the best choice to initiate the communication process.

Preparing and distributing a communication plan will further complicate the situation and will not help in initiating the communication process.

Preparing a detailed work schedule will not help in initiating the communication process. A work schedule is a communication media that can be used to convey your planning.

Objective:
Communication & Change Management

Sub-Objective:
Given a scenario, use the appropriate communication method.

References:

Kick-off meeting, http://maxwideman.com/pmglossary/PMG_K00.htm

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

Question #35 of 95

Daniel is the project manager for a project in a strong matrix organization. During consecutive gate reviews, it is revealed that the team cannot meet the required quality parameters due to a couple of team members. The project team recommends a resource changes to prevent quality issues from occurring in future sprints. Which entity will be responsible for providing the resource changes?

- ✖ ✗ **A)** Project coordinator
- ✖ ✗ **B)** Sponsor
- ✔ ✓ **C)** Functional manager
- ✖ ✗ **D)** **Project manager**

Explanation

The team will depend on functional manager for resource changes. In a strong matrix organization, the project manager has the authority to take project-related decisions. However, the personnel-related decision-making comes under functional manager.

A gate review occurs when the project has phases and must pass through a gate before proceeding to the next phase. Often these gates are quality checks, audits, or even regulatory reviews. When a gate review occurs, you should notify the project sponsor and team members of its results. In addition, you need to notify stakeholders that

express an interest in gate review communication and any regulatory bodies that need notifications. A resource change can be a personnel change or a material resource change. When a resource change occurs, the team members, project sponsors, and the project stakeholders need to be notified.

The team will not depend on the project manager for resource changes. The project manager has full authority for resource changes in a projectized organization, but this is a strong matrix organization.

The team will not depend on the project coordinator for resource changes. The project coordinator supports the project manager and provides cross-functional coordination, documentation support, time and resource scheduling, and check for quality.

The team will not depend on sponsor for resource changes. The sponsor provides the approval and funding for the project.

Objective:
Communication & Change Management

Sub-Objective:
Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

Role of a Functional Manager, https://www.greycampus.com/opencampus/certified-associate-in-project-management/role-of-a-functional-manager-in-a-project

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Question #36 of 95

While working on a project, a few of the project stakeholders contact Linda, the project manager, and request project changes. Which of the following could be a valid next step?

  ✔ ✓ **A)** **Submit the change request to the Change Control Board.**
  ✖ ✗ **B)** Implement the changes raised by the stakeholders and add it to the project scope statement.
  ✖ ✗ **C)** Update the project management plans that are affected by the change request.
  ✖ ✗ **D)** Say no to the stakeholders, as changes are not accepted once the project is started.

Explanation

When a change request is received, the next steps are to analyze the requested changes, determine the impact it has on the project, and forward the change request along with the analysis to the Change Control Board for approval. Once the board approves the changes, the project manager may implement them in the project.

Saying no to change requests is not advisable and it is not the best project management practice. Therefore, this is not the next course of action to be taken in the project. All project changes should be given consideration. However, all changes may not receive approval.

Implementing the changes raised by the stakeholders without any analysis and approval from the Change Control Board is not the best practice.

Directly updating the project management plan after receiving the change requests is not advisable. The requested changes need to be analyzed for their impact on the project. Further, the changes need to be approved from Change Control Board before the project management plans are updated to reflect the impact of requested changes on the project.

Objective:
Project Basics

Sub-Objective:
Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

Chapter 4: Change Management Plan, https://4squareviews.com/2013/02/28/5th-edition-pmbok-guide-chapter-4-change-management-plan/

Question #37 of 95

Which is NOT a conflict resolution technique?

✖ ✗ **A)** compromising

✖ ✗ **B)** confronting

✔ √ **C) discussion**

✖ ✗ **D)** avoidance

Explanation

Discussion is not a conflict resolution technique. Conflict resolution techniques are confronting (problem solving), compromising, withdrawal (avoidance), smoothing, and forcing. Although discussion is not a conflict resolution technique, it would be required when any one of the mentioned techniques need to be used. The three most common source of team conflicts are varying work styles, competing resource demands, and expert judgment.

Avoidance, or withdrawal, involves retreating or postponing the decision on a problem. This is not normally a good choice for conflict resolution.

Confronting deals with solving the real problem. The people involved can best diffuse the problem or the situation. This conflict resolution technique is more of a democratic approach where both parties deliberate and arrive at a solution.

Compromising deals with arriving at a solution that requires both the parties to give up some things and brings satisfaction to both the parties.

Objective:
Project Basics

Sub-Objective:
Explain the importance of human resource, physical resource, and personnel

References:

Conflict Resolution in Project Management, http://www.umsl.edu/~sauter/analysis/488_f01_papers/Ohlendorf.htm

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

Question #38 of 95

You have reached a task on the project schedule that has a zero duration. A communication must be made regarding the task. What should you communicate?

✖ ✗ **A)** Notify the appropriate team members that you have reached their task.

✖ ✗ **B)** Determine the appropriate task duration, and add it to the task.

✔ √ **C) Notify the appropriate stakeholders that you have reached a milestone.**

✖ ✗ **D)** Ask the appropriate team members to update the task with its duration.

Explanation

A task on the project schedule that has zero duration is a milestone. Therefore, the project stakeholders should be notified that a milestone has been reached. A milestone can be a significant event that occurs during the project execution, or it may act as an indicator of project success.

A milestone is always a task on project schedule. However, its duration is always zero. A milestone does not always have to be the completion of a single task; it can also be the completion of a series of tasks.

The team members need not be notified that a milestone has been reached. Team members generally only want communication about starting or completing a task, or about tasks that affect other tasks to which they are assigned.

You should not determine the appropriate task duration and add it to the task. Milestones are supposed to have zero duration.

You should not ask the appropriate team members to update the task with its duration. Again, milestones appropriately have a zero duration.

Objective:

Communication & Change Management

Sub-Objective:

Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

Using Milestones to Track Project Progress and Accomplishments, https://www.ittoolkit.com/how-to-it/projects/project-milestones.html

The How and Why of Using Milestones in Your Project Plan, https://www.teamgantt.com/blog/the-how-and-why-of-using-milestones-in-your-project-plan/

Question #39 of 95

As a project manager, you are concerned about internal organizational changes that could affect the success of your current project. Which of the following organizational changes refers to the overhaul of a company's structure, involving changes to department, business units, and employee roles?

✖ ✗ **A)** Relocation

✔ √ **B) Internal reorganization**

✖ ✗ **C)** Business demerger

✖ ✗ **D)** Business process change

Explanation

An internal reorganization refers to the overhaul of a company's structure, involving changes to department, business units, and employee roles.

Business process changes and relocations do not overhaul a company's departments, business units, and employee roles.

While business demergers may overhaul a company's structure, involving changes to department, BUs, and employee roles, a business demerger refers more accurately to dividing a single business entity into multiple separate entities.

Objective:

Communication & Change Management

Sub-Objective:

Recognize types of organizational change.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 11: Change Control

reorganization (reorg), http://whatis.techtarget.com/definition/reorganization-reorg

7 Types of Corporate Reorganization, http://smallbusiness.chron.com/7-types-corporate-reorganization-17885.html

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Question #40 of 95

You are the project manager for a neighborhood development project that involves constructing over 50 homes. While roofing a house, one of the workers falls and is injured. You need to communicate with the appropriate stakeholders. Which communication trigger has occurred?

✖ ✗ **A)** Gate reviews

✔ √ **B) Incident response**

✖ ✗ **C)** Milestones

✖ ✗ **D)** Stakeholder changes

Explanation

The communication trigger in this scenario is incident response. Incident response refers to the technical components required to analyze and control an incident. When any incident or risk event occurs, the project sponsor and project stakeholders should be notified.

The communication trigger is not a milestone. The milestones for a project should present a clear sequence of events that will incrementally build up to the completion of the approved project. Any changes made to the document should be communicated to project sponsor and project stakeholders.

The communication trigger is not a gate review. A gate review occurs when the project has phases and must pass through a gate before proceeding to the next phase. Often these gates are quality checks, audits, or regulatory review.

The communication trigger is not a stakeholder change. This type of change should be reflected in the stakeholder register. The purpose of the stakeholder register is to document the list of personnel impacted by a project, and their influence and impact on the project. The stakeholder register supports project planning, team forming, defining success criteria, communications, governance, and defining tasks and responsibilities. Any changes to the stakeholder register should be communicated to the project sponsor, team members, other project stakeholders, and the project owner.

Objective:

Communication & Change Management

Sub-Objective:

Explain common communication triggers and determine the target audience and rationale.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 10: Communication Triggers and Target Audiences

Plan for communications, http://pm-alliance.com/creating-an-incident-response-plan-for-your-pmo/

Incident Response vs. Incident Handling, https://isc.sans.edu/forums/diary/Incident+Response+vs+Incident+Handling/6205/

Question #41 of 95

Which of the following stakeholders can change the priority of items in the product backlog at any point in time?

- ✖ ✗ **A)** SCRUM master
- ✖ ✗ **B)** Project manager
- ✔ ✓ **C)** Product owner
- ✖ ✗ **D)** SCRUM team

Explanation

The responsibility to establish a backlog and decide the priority of work items in the product backlog is solely entrusted to the product owner. The project backlog includes all work items such as design updates, user stories, customer requests, and other tasks. It serves as the foundation for iteration planning.

The SCRUM master, the project manager, and the SCRUM team do not dictate the priority of work items in the product backlog. The product owner can do so at any time as required.

Objective:

Project Basics

Sub-Objective:

Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

SCRUM Roles - The SCRUM Team, http://www.scrum-institute.org/Scrum_Roles_The_Scrum_Team.php

What is a product backlog?, https://www.atlassian.com/agile/backlogs

Question #42 of 95

Cathy, a project manager, has recently begun working on a project for a customer in Dubai. The developers are working closely with Cathy to meet the stringent deadlines. Cathy has to stay in constant touch with the customer on phone calls and through video conferencing to clarify issues that arise. However, she is unable to reach them several times one day on a holiday. This causes the developers to wait until they can get the answers they need. While honoring the cultural differences, in which of the following ways can Cathy best handle this situation? (Choose two.)

✔ ✓ **A) Document the holidays, and make calls when the customer is sure to have returned.**

✖ ✗ **B) Have the developers document all their queries, and resolve them the following morning.**

✖ ✗ **C)** Have the customer allocate someone who is available to take calls.

✔ ✓ **D)** Seek to schedule a specific time to have a meeting each day.

Explanation

Because the customer is based in another country, Cathy should ideally be aware of the holidays. The best way for her to deal with the cultural difference would be to schedule a specific time to have a meeting each day. She could also document the holidays and make calls when the customer is sure to have returned.

Having the customer allocate someone to take calls may not be the best idea because the person allocated may not have the appropriate authority to make the decisions needed. The customer would be the best person to approach with respect to queries to be resolved and how they wish the product to progress.

Documenting all the queries and resolving them the following day would cause delays and could lead to a time crunch if it happened every day.

Objective:

Communication & Change Management

Sub-Objective:

Compare and contrast factors influencing communication methods.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

Cultural Barriers to Effective Communication, http://www.colorado.edu/conflict/peace/problem/cultrbar.htm

Question #43 of 95

Match each conflict resolution type with the appropriate description. (All conflict resolution types will be used a single time.)

{UCMS id=5629690493534208 type=Activity}

Explanation

The conflict resolution types should be matched with the descriptions as follows:

- Smoothing - emphasizes the areas of agreement between two parties rather than the areas of disagreement
- Forcing - pursues a single viewpoint and ignores the other viewpoints
- Compromising - searches for a solution that will bring satisfaction to all parties
- Confronting - uses multiple viewpoints to come to a consensus between the parties
- Avoiding - postpones the decision until later
- Negotiating - brings the viewpoints together to discuss and reach a solution

Objective:

Project Basics

Sub-Objective:

Explain the importance of human resource, physical resource, and personnel

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

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Question #44 of 95

You are managing an eight-month project for one of your high-profile clients. The project has a budget of $800,000 at $100,000 per month. At the end of the third month, you have completed 30 percent of work and have expended $200,000 of your budget. What is your CV?

- ✖ ✗ **A)** +$25,000
- ✖ ✗ **B)** -$20,000
- ✔ ✓ **C) +$40,000**
- ✖ ✗ **D)** -$40,000

Explanation

Your CV is +$40,000. To arrive at the cost variance (CV), you must first calculate the EV, as follows:

BAC = $800,000

AC = $200,000

EV = BAC x percent complete = $800,000 x .30 = $240,000

Then, you can use this formula to calculate the CV:

CV = EV - AC = $240,000 - $200,000 = $40,000.

All of the other options are incorrect because they do not reflect the correct CV value.

Objective:
Project Basics

Sub-Objective:
Identify the basics of project cost control.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 3: Project Cost Control

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Question #45 of 95

Jason Brown, a project manager, has been working with Todd, a software developer, on developing software under very aggressive timelines. The first development phase is complete. Jason has been contacted by the customer to begin the second phase, which involves adding certain features to the software and performing testing.

Meanwhile, Todd has moved on to another company. Upon reviewing Todd's code, Jason discovers that Todd did not add any comments to hundreds of lines of code, which implies that implementing changes to the code and testing it will be a challenge. Jason contacts Todd at his new job to ask about the missing documentation, and Todd explains that he did not have enough time to document his code and also meet task deadlines. Which of the following options describes what happened in this case?

- ✖ ✗ **A) Constraint reprioritization**
- ✖ ✗ **B)** Risk avoidance
- ✔ ✓ **C)** Interaction between constraints
- ✖ ✗ **D)** Communication issues

Explanation

In this case, there has been a negative interaction between constraints. Due to a lack of time, Todd focused entirely on completing coding, while trying to save time by

neglecting to add the comments to allow future developers to comprehend the code. Going forward, this omission might impact the quality of the software.

This case does not reflect communication issues, constraint reprioritization, or risk avoidance. Todd's action has thrown light on negative interaction between constraints. Communication issues would arise if stakeholders were not receiving appropriate communication regarding the project. Constraint reprioritization occurs when a lower priority constraint is changed so that it has a higher priority. Risk avoidance occurs when the project team takes actions to prevent a negative risk from occurring by avoiding the circumstances that would cause the risk.

Objective:

Project Constraints

Sub-Objective:

Given a scenario, predict the impact of various constraint variables and influencers throughout the project

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 7: Project Constraints and Influences

Scope, Time and Cost Managing the Triple Constraint, https://programsuccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/

Project Management Triangle, https://www.tutorialspoint.com/management_concepts/pdf/project_management_triangle.pdf

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Question #46 of 95

Which of the following statements are TRUE about trust building? (Choose two.)

- ✖ ✗ **A)** Trust between stakeholders and team members is not required to achieve project outcomes.
- ✔ ✓ **B) When trust is compromised, people disengage and matters deteriorate.**
- ✔ ✓ **C) Direct and open communication is one of the ways to build trust across the team.**
- ✖ ✗ **D)** Key stakeholders are more trustworthy than the project team members.

Explanation

When trust is compromised, people disengage and relationships deteriorate. Some of the common ways project managers can build trust across the team is by engaging in open and direction communication and by being explicit about their expectations. Trust creates an effective and efficient group, and with that, a team can achieve all goals and meet every target successfully.

Building trust between the project team and key stakeholders is a critical component of an effective leadership. Without trust, it is difficult to form positive relationships between the various stakeholders associated with the project.

Key stakeholders are NOT more trustworthy than the project team. Their role in the project does not have any effect on trustworthiness.

Objective:

Project Basics

Sub-Objective:

Explain the importance of human resource, physical resource, and personnel

References:

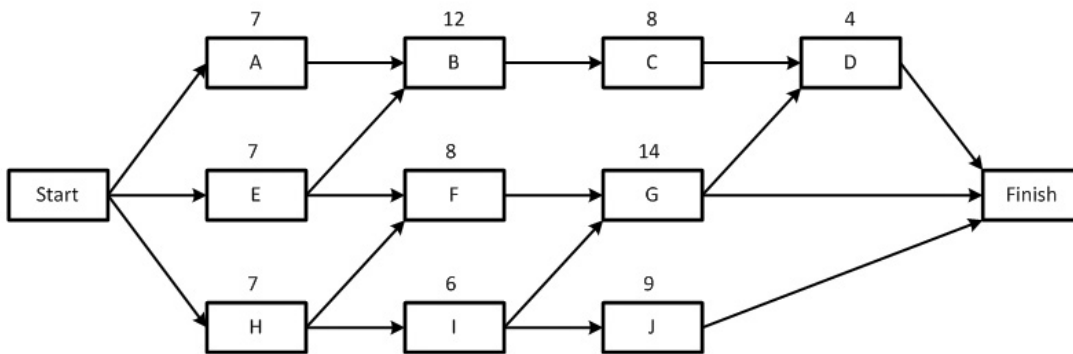CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

Strategies for Building Trust, https://www.mindtools.com/pages/article/building-trust-team.htm

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Question #47 of 95

You are given the network diagram with durations in weeks shown in the exhibit.

If task G's estimated duration is decreased by three weeks, what would be the result?

✖ ✗ **A)** The total project duration would decrease by one week.

✖ ✗ **B)** The total project duration would decrease by three weeks.

✔ ✓ **C)** The total project duration would decrease by two weeks.

✖ ✗ **D) The total project duration would not be affected.**

Explanation

If task G's estimated duration decreased by three weeks, the total project duration would decrease by two weeks. Given this network diagram, the possible paths through the project, with durations are:

A, B, C, D - 31 weeks
E, B, C, D - 31 weeks
E, F, G, D - 33 weeks
H, F, G, D - 33 weeks
H, I, G, D - 31 weeks
H, I, J - 22 weeks

The project has two critical paths (E, F, G, D and H, F, G, D) and a total project duration of 33 weeks. The critical path of a project is the path through the project that has the longest duration. If the estimated duration of task G were decreased by three weeks, the duration of each path in which task G resides would decrease by three weeks, yielding durations of:

A, B, C, D - 31 weeks
E, B, C, D - 31 weeks
E, F, G, D - 30 weeks
H, F, G, D - 30 weeks
H, I, G, D - 28 weeks
H, I, J - 22 weeks

The project still has two critical paths, but these are now A, B, C, D and E, B, C, D, with each having a duration of 31 weeks. Therefore, the total duration of the project would be decreased by two weeks.

All of the other options are incorrect because they do not reflect the correct result.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

Question #48 of 95

In which project management phase is the communications management plan developed?

- ✖ ✗ **A)** Controlling
- ✖ ✗ **B)** Closing
- ✔ ✓ **C) Planning**
- ✖ ✗ **D)** Executing

Explanation

The communications management plan is created in the Plan Communications process, which is a process in the Planning phase. The Planning phase involves defining objectives and determining how these objectives can be accomplished.

The Executing phase involves performing the work to accomplish the objectives.

The Controlling phase involves monitoring and measuring progress.

The Closing phase obtaining formal acceptance and concluding work.

Objective:
Project Basics

Sub-Objective:
Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

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Question #49 of 95

The Director of Human Resources for a company wants a system that will allow human resource forms to be completed over the Internet. You have developed a project concept definition document outlining your understanding of what is being requested and a project requirements document that outlines what the deliverables should look like. The Director has signed both documents signifying that he agrees.

What must be formulated next to start the project?

- ✖ ✗ **A)** requirements analysis
- ✖ ✗ **B)** business case
- ✖ ✗ **C)** project scope
- ✔ ✓ **D) project charter**

Explanation

The project charter is the official document that starts a project. The project charter includes the names of those who are responsible for the project and appoints the project manager. In addition, the project charter should state the benefits derived from the project deliverables and should establish an account for project funding. The project charter should be issued by a manager at the level appropriate to the project, and signed by the project sponsor or sponsors. The project should not proceed until the project charter is formally approved by the sponsor or sponsors. Getting sign-off on the project charter is the last step in the pre-project setup or initiating phase.

The business-case analysis is included in the project concept definition document. The purpose of the business-case analysis is to determine the value of the project. In addition, the analysis should determine whether the project should be done and whether it can be done. As a project manager, you will consult with the technical people who will be working on the technology of the project. These are the people who can assist you in determining which technologies will be needed to develop the product.

The project scope document defines the goals or purpose of the project. Within the scope document, you state the justification for the project, the benefits of the project, and the deliverables that will be produced by the project. The project scope document is created after the project charter.

Requirements analysis is performed at the beginning of a project. You will meet with your customer to determine the customer's needs. Part of the process is to determine

what the customer must have and what the customer would like to have if time and money permit.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

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Question #50 of 95

You are managing a project for a large textile manufacturer. The project will document the processes used in the customer service departments. Halfway through the project, you discover that the two customer service departments, one for the yarns division and one for the fabrics division, will be merged into a single shared service that supports all product lines. Which organization change will occur?

- ✖ ✗ **A)** business process change
- ✖ ✗ **B)** business merger
- ✔ ✓ **C) internal reorganization**
- ✖ ✗ **D)** relocation

Explanation

This is an example of an internal organization because two separate departments are being merged into one.

A business merger occurs when two companies join together to form a single company. A business merger is similar to a business acquisition, which occurs when a company purchases another company. In a business acquisition, both companies may retain separate operations or they may be merged into a single entity.

A relocation occurs when a company moves from one location or facility to another.

A business process change occurs when internal operations within a company are redesigned to decrease costs and increase performance. The project is documenting the business processes used in both customer service departments. However, it does not involve a business process change. It is likely that business processes will be changed after the departments merge and the project is complete.

Objective:
Communication & Change Management

Sub-Objective:
Recognize types of organizational change.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 11: Change Control

Reorganization Reasons, http://smallbusiness.chron.com/7-types-corporate-reorganization-17885.html

Reorganization, http://www.investopedia.com/terms/r/reorganization.asp

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Question #51 of 95

Who establishes and manages the product backlog and prioritizes the items on it?

- ✔ ✓ **A)** Product owner
- ✖ ✗ **B) SCRUM master**

✖ ✗ **C)** Development team

✖ ✗ **D)** Stakeholders

Explanation

The product owner establishes and manages the product backlog and prioritizes the items on it. The product backlog contains a description of all the features and functionalities required in the product. At each sprint planning meeting, the product owner describes the updated and prioritized items on the product backlog to the team. The responsibility to establish a backlog and decide the priority of work items in the product backlog is solely entrusted to the product owner.

The stakeholders, development team, and SCRUM master do not manage the product backlog and prioritize the items on it. Rather, they just refer to it whenever required. The SCRUM master is the facilitator for an Agile project.

Objective:
Project Basics

Sub-Objective:
Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Scrum Product Owner, http://www.scrum-institute.org/Scrum_Product_Owner.php

Scrum Product Backlog, https://www.mountaingoatsoftware.com/agile/scrum/product-backlog

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Question #52 of 95

Metroil Inc. has set up a tool for stakeholders and departments to view key performance indicators specific to individual projects including their overall performance, progress, and concerns. Which tool was provided?

✖ ✗ **A)** Issues log

✔ √ **B) Dashboard**

✖ ✗ **C)** Project management plan

✖ ✗ **D)** Action items list

Explanation

A project dashboard can be viewed by stakeholders and departments to share information relating to the overall performance, progress, and concerns of specific projects.

Action items are tasks mentioned in meetings, which need to be accomplished by an individual or a team within a deadline. Action items should always be clearly documented.

A project management plan is a formal, approved document used to manage project execution. It includes actions necessary to define, prepare, integrate, and coordinate planning activities. It also defines how the project will be executed, monitored, controlled, and closed.

An issues log lists and tracks all pending and unresolved problems that the project is currently facing, and which must be resolved at the earliest to make the implementation process a success.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

What is a project management dashboard, https://www.klipfolio.com/resources/articles/project-management-dashboard

Project Dashboards, https://www.mindtools.com/pages/article/newPPM_92.htm

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Question #53 of 95

You are managing a project to design and implement a new backup solution for the IT department. Halfway through the project, management announces that the company has purchased a much larger facility across town. The entire operations will be moved to this new facility within three months. According to your project's schedule, your backup solution project will not be finished for six more months. What should you do?

✖ ✗ **A)** Have a meeting with management regarding the internal reorganization and its effects on your project.

✖ ✗ **B)** Implement the project's change management process to obtain approval to include the business process change in your project.

✔ ✓ **C)** **Have a meeting with management regarding the business relocation and its effects on your project.**

✖ ✗ **D)** Suspend the project until you determine the impact of the internal reorganization on your project.

Explanation

You should have a meeting with management regarding the business relocation and its effects on your project. This will ensure that all the appropriate changes will be documented and then sent through the change management process.

You should not have a meeting with management regarding the internal reorganization and its effects on your projects because this is not an instance of internal reorganization. An internal reorganization occurs any time the reporting structure of an organization changes or departments are merged or split. The company is moving, not reorganizing.

You should not implement the project's change management process to include the business process change because this is not a business process change. A business process change occurs when internal operations within a company are redesigned to decrease costs and increase performance.

You should not suspend the project until you determine the impact of the internal reorganization on your project because this is not an instance of internal reorganization. You should not suspend the project at all until you have met with management regarding the relocation to determine its impact on the timeline, budget, scope, available resources, and other project constraints.

Objective:
Communication & Change Management

Sub-Objective:
Recognize types of organizational change.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 11: Change Control

relocation, http://www.businessdictionary.com/definition/relocation.html

Factors for Relocating a Business, http://smallbusiness.chron.com/factors-relocating-business-21155.html

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Question #54 of 95

Your company is soliciting outside companies to provide proposals for a piece of equipment needed for your project. Which document should you create?

✖ ✗ **A)** RFQ

✔ ✓ **B)** **RFP**

✖ ✗ **C)** RFI

✖ ✗ **D)** IFB

Explanation

You should create a request for proposal (RFP). This document solicits outside companies to provide proposals for any procurement needed in a project.

A request for information (RFI) is similar to an RFP. However, an RFI simply requests information and specifics. For example, you might produce an RFI for several companies regarding an air-conditioning system. The information provided by the different companies could then be used to finalize specifics about the procurement so that a proper RFP could be created.

A request for quotation (RFQ) solicits outside companies to provide a price quotation for a specific procurement. RFQs usually spell out more details about the procurement than RFPs.

An invitation for bid (IFB) solicits outside companies to provide a price quotation for a specific procurement. In the IFB process, the lowest priced supplier usually receives the contract. In the RFP process, other factors, such as quality or technology used, can affect the final contract award.

According to the CompTIA Project+ Exam Guide, you will also need to understand the other steps in the Plan Procurements process:

- Request a seller response. This document requests more information about the procurement from prospective sellers.
- Evaluate the seller response. This step involves evaluating the different responses received to determine ensure that the procurement will meet the project's needs
- Select a vendor. This step involves evaluating the vendor's RFP or bid to determine which vendor should be awarded a contract.
- Develop the contract. This step involves negotiating the final terms of the contract with the vendor.

Objective:
Project Tools & Documentation

Sub-Objective:
Identify common partner or vendor-centric documents and their purpose.

References:

Request for proposal, http://www.visitask.com/request-for-proposal-g.asp

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

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Question #55 of 95

Which of the following characteristics is NOT one of the primary elements of a SCRUM retrospective?

- ✖ ✗ **A)** It helps build the team's sense of ownership and time and effort management.
- ✖ ✗ **B)** It urges the team to discuss alternative ideas that increase efficiency.
- ✖ ✗ **C)** **It helps in team formation and enhances team bonding within the team.**
- ✔ √ **D)** It helps the team focus primarily on hindrances.

Explanation

As this is a negatively worded question, the correct answer is helping the team focus primarily on hindrances that are beyond the control of the team. The SCRUM retrospective does NOT help the team to focus primarily on hindrances that are beyond the control of the team. Hindrances are often beyond the team's control. Focusing on them would lower the team's morale.

The SCRUM retrospective helps the team to discuss alternative ideas that increase efficiency. It helps build the team's sense of ownership and time and effort management. The retrospective helps in team formation and enhances team bonding, thereby leading to the identification and resolution of conflicts.

Objective:
Project Basics

Sub-Objective:
Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

What is a Sprint?, http://www.scrum-institute.org/What_is_a_Sprint.php

Key Elements of the Sprint Retrospective, https://www.scrumalliance.org/community/articles/2014/april/key-elements-of-sprint-retrospective

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Question #56 of 95

You have awarded a contract to an outside consulting agency. The consultants will undertake a three-year project to implement new equipment and processes in your assembly department to expedite the flow of work through your facility. According to the contract, the vendor has agreed to provide the needed work for a fee of $1.2 million dollars. The contract also stipulates that if the project is completed earlier than planned, the vendor will receive an additional $200,000. Which type of contract are you under?

- ✔ ✓ **A)** FPIF
- ✘ ✗ **B)** CPFF
- ✘ ✗ **C)** FFP
- ✘ ✗ **D) CPIF**

Explanation

You are under a FPIF contract. A Fixed Price Incentive Fee (FPIF) contract is a contract in which the seller charges the buyer a fixed fee but additionally has the ability to receive incentives for meeting specified criteria.

You are not under a FFP contract. A Firm Fixed Price (FFP) contract is a contract in which the seller charges the buyer a flat fee.

You are not under a CPFF contract. A Cost Plus Fixed Fee (CPFF) contract is a contract in which the seller is reimbursed for all costs and an additional flat fee is charged to the buyer.

You are not under a CPIF contract. A Cost Plus Incentive Fee (CPIF) contract is a contract in which the seller is reimbursed for all costs, and the seller is awarded an additional incentive for exceeding predetermined performance criteria.

Objective:
Project Tools & Documentation

Sub-Objective:
Identify common partner or vendor-centric documents and their purpose.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

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Question #57 of 95

Jane, a project manager, has been assigned a small project that needs to be completed within two months. The project charter has been approved. Which of the following options should Jane perform next?

- ✘ ✗ **A)** Delegate appropriate roles to the team.
- ✔ ✓ **B)** Create a scope statement.
- ✘ ✗ **C) Create a project schedule.**
- ✘ ✗ **D)** Initiate work on the project.

Explanation

Before starting work on the project, Jane must create the project scope statement. It is crucial to have a scope statement for any size project, even small ones. A project scope statement outlines the project's deliverables and identifies the constraints, assumptions, and key success factors. It also identifies the project deliverables and acceptance criteria. A scope statement should clearly define the boundaries of a project, including work or outcomes that should NOT be considered part of the project. The scope statement is used to develop the work breakdown structure (WBS), which gives a detailed breakdown of all the project work that is required.

Jane should not initiate project work until all planning is complete. Project planning includes scope planning, schedule planning, budget planning, quality planning, human resource planning, communications planning, risk planning, procurement planning, and stakeholder planning.

Jane should not create a project schedule until the WBS is complete. She cannot determine the tasks that are needed until that time. The scope statement is used to develop the WBS.

Jane should not delegate appropriate roles to the team until the WBS is complete. She cannot determine the resources that are needed until that time.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

Project Scope Statement, http://study.com/academy/lesson/project-scope-statement-definition-components.html

The Project Scope Statement, http://www.project-management-skills.com/project-scope-statement.html

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Question #58 of 95

Which of the following documents is issued by a business or an organization to request vendor bids for products, solutions, and services? (Choose all that apply.)

- ✔ √ **A) RFP**
- ✖ ✗ **B) RFI**
- ✖ ✗ **C) SOW**
- ✔ √ **D) RFQ**

Explanation

A request for proposal (RFP) is issued by a business or an organization to request vendor bids for products, solutions, and services. A request for quote (RFQ) is a procurement document issued by an organization to request pricing from vendors who already have an established history with the organization. The RFQ seeks a price quote to complete a stated project or task. Both RFPs and RFQs end in contracts or an agreement for procurement.

An RFI is the most common approach used to narrow down a list of potential vendors. An RFI identifies the requirements and expectations of the organization and requests that the vendor specify their experience and ability to meet the requirements.

A statement of work (SOW) is a document written for the benefit of vendors and external contributors to a project. It includes the procurement specifications.

Objective:
Project Tools & Documentation

Sub-Objective:
Identify common partner or vendor-centric documents and their purpose.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

Request for Proposal, https://www.techopedia.com/definition/9167/request-for-proposal-rfp

Request For Proposal - RFP, http://www.investopedia.com/terms/r/request-for-proposal.asp

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Question #59 of 95

After 40 percent of your project is completed, you have a planned value (PV) of $68,000 and an earned value (EV) of $62,000. Your project:

A) √ **is behind schedule**

✖ ✗ **B)** is ahead of schedule

✖ ✗ **C)** has a positive cost variance

✖ ✗ **D)** has a negative cost variance

Explanation

The project is running behind schedule. The schedule variance (SV) in this scenario is -6000 (EV - PV). A negative SV indicates that the project is running behind schedule.

The project would be ahead of schedule if the SV were positive.

There is insufficient data to determine if there is a positive cost variance or negative cost variance. To calculate the cost variance, you must have information on the actual cost incurred, which is not available in this scenario.

Objective:
Project Basics

Sub-Objective:
Identify the basics of project cost control.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 3: Project Cost Control

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Question #60 of 95

Question ID: 1260306

Which one of the following is NOT a responsibility of a project sponsor/champion?

✔ √ **A) Providing documentation and administrative support to the project team**

✖ ✗ **B)** Playing a significant role in developing the high-level requirements and project charter

✖ ✗ **C)** Helping the project team from the beginning through closure of the project

✖ ✗ **D)** Leading the project during the initial stages and authorizing a project manager to the project

Explanation

Providing documentation support and administrative support to the project team is NOT the responsibility of a project sponsor. Rather, it is the responsibility of a project coordinator.

Helping or upholding the project team from the beginning of the project through its closure is the responsibility of a project sponsor.

Leading the project during the initial stages and appointing a project manager to lead the project is the responsibility of a project sponsor.

Playing a significant role in developing high-level requirements and project charter is the responsibility of a project sponsor, as well as obtaining funding for the project and building and maintaining executive commitment.

Objective:
Project Basics

Sub-Objective:
Classify project roles and responsibilities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2 : Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

Executive Engagement: The Role of the Sponsor, http://www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/executive-engagement.pdf

Roles and responsibilities of a Project Sponsor, https://leadershipchamps.wordpress.com/2008/03/07/roles-and-responsibilities-of-a-project-sponsor/

Question #61 of 95

Your project team is comprised of team members from all over the world. You have noticed that a few team members rarely show dissension in a group setting, but will often privately express concerns over project decisions to you. What is causing this issue?

✖ ✗ **A)** language barrier

✖ ✗ **B)** technology barrier

✔ √ **C) cultural differences**

✖ ✗ **D)** functional barrier

Explanation

More than likely, the cause of this issue is a cultural difference. In some cultures, it is considered disrespectful to disagree with someone else, particularly if the other person is your superior. Often when people from different cultures are on a team together, cultural differences can cause problems. It is important that the project manager understands the cultural differences and tried to ensure that the cultural differences do not negatively impact the project team.

A functional or hierarchical barrier is one that exists because of the organizational hierarchy. Team members who are lower in an organizations hierarchy may feel powerless and may not speak up, even if they feel that their issues are valid.

A language barrier exists when the primary language of the team members is different. Language can hamper communication. If your team primarily consists of English-speaking team members, you should be aware of the language barriers that can exist for the non-native English-speaking team members. Often language barriers cause miscommunication through a wrong translation or through not being able to understand someone who speaks with an accent.

A technology barrier exists when a technology causes problems for the team. For instance, suppose your company required that team members be able to communicate using wireless cell phone technology. If one of your team members was in a location where wireless cell phone coverage was unreliable, then a technology barrier would exist.

Not being able to understand directions is usually language barrier. Not being able to hear the person on the other end of the telephone line is a technology barrier.

Objective:
Communication & Change Management

Sub-Objective:
Compare and contrast factors influencing communication methods.

References:

Dealing with cultural differences in projects, http://blog.softwareprojects.org/dealing-with-cultural-differences-in-projects-109.html

An analysis of cultural differences upon project team performance for global projects, http://www.aipm.com.au/resource/Seung_Lee_FINAL_PAPER.pdf

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

Question #62 of 95

Sam is working on an Agile project and his team is self-organized and self-directed. Which of the following traits will he NOT find in his team?

✖ ✗ **A)** Distributed control

✔ √ **B) Absent leader or manager**

✖ ✗ **C)** Continuous adaptation

✖ ✗ **D)** Continuous ownership and feedback

Explanation

As this is a negatively worded question, the correct answer is an absent leader or manager. Self-organized and self-directed teams DO have a leader or manager, often referred to as a SCRUM master. These managers create conditions for the project.

Agile self-organizing teams have limited authority to make their own commitments, organize, and assign their own work. These teams choose how best to accomplish their work, to produce a product or service that is valuable to the organization and its customers.

Self-organizing and self-directing teams display several distinct characteristics, such as distributed control, continuous adaptation, continuous ownership, and acceptance and implementation of feedback. Self-organizing Agile teams concoct befitting strategies to accomplish goals, and often make limited decisions that may have economic and organizational impact.

Objective:

Project Basics

Sub-Objective:

Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

What Are Self-Organising Teams?, https://www.infoq.com/articles/what-are-self-organising-teams

Misconceptions about Self-Organizing Teams, http://www.estherderby.com/2011/07/misconceptions-about-self-organizing-teams-2.html

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Question #63 of 95

Which strategies are appropriate for responding to negative risks?

- ✔ √ **A) Accept risk, avoid risk, mitigate risk, transfer risk**
- ✖ ✗ B) Share risk, mitigate risk, transfer risk, enhance risk
- ✖ ✗ C) Mitigate risk, assume risk, avoid risk, accept risk
- ✖ ✗ D) Accept risk, mitigate risk, transfer risk, exploit risk

Explanation

The correct set of risk management strategies to manage negative risks would be accept risk, avoid risk, mitigate risk, and transfer risk.

Share risk, mitigate risk, transfer risk, and enhance risk is incorrect because the share risk strategy and the enhance risk strategy are used for positive risks, not negative risks.

Accept risk, mitigate risk, transfer risk, and exploit risk is incorrect because the exploit risk strategy is used for positive risks, not negative risks.

Mitigate risk, assume risk, avoid risk, and accept risk is incorrect because there is no assume risk strategy.

Objective:

Project Constraints

Sub-Objective:

Explain the importance of risk strategies and activities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 8: Risk Activities and Strategies

Risk Response Strategies for Negative Risks or Threats, https://pmstudycircle.com/2015/04/risk-response-strategies-for-negative-risks-or-threats/

Question #64 of 95

Sam Singh is based in the United States while managing a project for a client in France. The kick-off meeting and several other discussions are scheduled for the following week. All discussions with the project sponsor will need to be carried out in French. Which of the following options would best suit the project? (Choose all that apply.)

- ✔ √ A) Do not communicate important matters with the project sponsor through e-mail.
- ✖ ✗ B) **Communicate entirely through e-mail so that recipients can translate them as needed.**
- ✔ √ C) **Conduct video conferencing with a translator or interpreter present.**

✖ ✗ **D) Communicate through voice conferencing with translators present.**

Explanation

It would be best for Sam to communicate with the project sponsor using video conferencing with a translator present. It would also make sense to avoid e-mail when communicating important matters about the project.

Sam should not communicate important matters through e-mails, even though recipients can translate them as needed. Although the reader can have the message translated, the implication or the general undertone of the message could be easily misinterpreted. Real-time interpretation with a live translator would allow the communicators to constantly receive feedback from one another.

It would be confusing to have a voice conference with a translator present where no one can see each other. Body language is often as important as verbal communication.

Objective:
Communication & Change Management

Sub-Objective:
Compare and contrast factors influencing communication methods.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

Describe five barriers to communications, http://www.parallelprojecttraining.com/community/groups/viewdiscussion/360-describe-five-barriers-to-communications-and-how-a-project-manager-can-overcome-these-barriers?groupid=2

Barriers to Project Communication, http://pmtips.net/blog-new/barriers-project-communication

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Question #65 of 95   Question ID: 1260476

Which matrix is used to assign tasks in the scope of work of a project to each responsible individual in the organization?

✖ ✗ **A)** weak matrix
✖ ✗ **B)** evaluation matrix
✖ ✗ **C) strong matrix**
✔ √ **D) responsibility assignment matrix**

Explanation

The responsibility assignment matrix (RAM) contains the work breakdown structure (WBS) on one axis and the organization breakdown structure (OBS) on the other. A RAM is used to assign the tasks in the scope of work of the project to the responsible resources in the organization.

Weak matrix is an organization type in which the functional and project managers share authority, but the functional manager has more authority.

Strong matrix is an organization type in which the functional and project managers share authority, but the project manager has more authority.

An evaluation matrix helps you to analyze the pros and cons of a technology by identifying the different criteria for selecting a technology. You can create an evaluation matrix with the list of technologies on the left column of the matrix and the criteria for selecting that technology on the top row of the matrix. You can also give a ranking for each technology and criteria. This will help you analyze the options and choose a favorable technology.

Objective:
Project Basics

Sub-Objective:
Explain the importance of human resource, physical resource, and personnel

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 5: Personnel and Physical Resource Management

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Question #66 of 95

With which contract types does the buyer bear most of the cost risk?

- ✔ √ **A)** Cost Plus Fixed Fee
- ✖ ✗ **B) Time and Materials**
- ✖ ✗ **C)** Fixed Price
- ✖ ✗ **D)** Fixed Price Incentive Fee

Explanation

With a Cost Plus Fixed Fee contract, the buyer bears most of the cost risk. In a Cost Plus Fixed Fee (CPFF) contract, the buyer reimburses the seller for his costs and pays an additional flat fee to the seller. The seller has very little, if any, cost risk because he is being reimbursed for his costs on the project. The buyer bears most, if not all, of the cost risk. With this type of contract, the seller has no direct motivation for keeping costs low, thereby increasing the cost risk for the buyer.

With a Fixed Price contract, the seller bears the majority, if not all, of the cost risk. In a Fixed Price (FP) contract, the seller charges a flat fee for the products or services delivered. Any unexpected costs that are incurred are handled by the seller.

With a Time and Materials contract, the buyer has a moderate amount of cost risk. In a Time and Materials contract the seller charges the buyer a fixed fee, usually per hour or per item, and is reimbursed for materials.

With a Fixed Price Incentive Fee contract, the seller bears the majority, if not all, of the cost risk. In a Fixed Price Incentive Fee (FPIF) contract, the seller charges a flat fee for the products or services delivered, and is awarded an incentive bonus based on some specified criteria. Any unexpected costs that are incurred are handled by the seller.

Objective:
Project Tools & Documentation

Sub-Objective:
Identify common partner or vendor-centric documents and their purpose.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

Question #67 of 95

You are sequencing your project activities. Your project has these characteristics:

- Task A has a duration of five days.
- Task B is dependent on the completion of Task A and has a duration of five days.
- Task C is dependent on the completion of Task B and has a duration of five days.
- Task D has a duration of 15 days.
- Task E is dependent on the completion of Task D and has a duration of five days.
- Task F is dependent on the completion of Task D and has a duration of 10 days.

What is the critical path of your project?

- ✖ ✗ **A) A, B, C**
- ✔ √ **B)** D, F
- ✖ ✗ **C)** A,B, E, F
- ✖ ✗ **D)** A, B
- ✖ ✗ **E)** D, E, F

Explanation

In the given scenario, the possible paths and durations through the project include:

A, B, C - 15 days
D, E - 20 days
D, F - 25 days

Because D, F represents the longest duration path through the project, it is the critical path. Tasks D and F have successor/predecessor relationships. Each predecessor task must be completed before the successor task can begin. Also, the D, F path will have the longest duration. The critical path of a project is always the path of tasks through the project that has the longest duration.

All of the other options are incorrect because they do not reflect the correct critical path.

The critical path represents the shortest amount of time within which the project can be completed. The critical path is important because it identifies the activities that need to be closely monitored to prevent missing the estimated completion date of the project. During the life of a project, the critical path may change, so it must be routinely monitored.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #68 of 95

Sam has been recently been hired as project manager. He joins his first project during the Planning phase. A previous project manager completed all initiating tasks and some of the planning tasks. Sam now needs to define the activities that must be performed to create the project deliverables. He needs to refer to the appropriate document for his inputs. Which document should be obtained?

✔ √ **A) Work breakdown structure (WBS)**
✖ ✗ **B)** Project charter
✖ ✗ **C)** Risk register
✖ ✗ **D)** Project schedule

Explanation

Sam will need to examine the WBS to understand the deliverables for which he needs to define the activities to be performed. The WBS shows the hierarchal structure of the deliverables within the scope of the project. Within the WBS, each deliverable is given a unique identifier that is used to track that deliverable in other project documents, including the project schedule. Deliverables are further decomposed into work packages, which are the smallest unit of work in the WBS. Sam will need to examine each work package to break it down into a list of tasks.

To complete each deliverable, a set of activities or tasks must be performed within a specific timeline. The work packages in the WBS are used to determine the tasks. Once they are defined, tasks are added to the schedule along with their durations, and resources are assigned to complete the tasks.

The WBS is part of the scope baseline, and it is created while defining the scope of the project during the Planning phase. The scope baseline acts as an input to the project budget and project schedule, and also includes the project scope statement and WBS dictionary. The WBS dictionary describes each component of the WBS with milestones, deliverables, activities, scope, dates, resources, and costs.

Sam will not refer to the risk register. The risk register does not contain information about the project deliverables. The risk register contains information about the risks identified for the project, including potential responses, and is created during the Planning phase. Any new risks that are identified after the initial creation of the risk register will be added to the risk register during project execution. The risk register provides input into the risk analysis processes and risk management plan.

Sam will not refer to the project charter. The project charter contains the project's high-level scope, budget, requirements, and risks. It is created during the Planning phase and acts as an input to the project management plan.

Sam cannot refer to the project schedule yet. Tasks must be determined before they can be scheduled. Sam needs to examine the WBS and define which activities will be

required to complete the work packages. Once tasks are defined, he can use them to create the project schedule.

For the Project+ exam, you must understand the scheduling activities and the order in which they occur:

- Determine tasks.
- Determine task start/finish dates.
- Determine activity/task durations.
- Determine milestones.
- Set predecessors.
- Set dependencies.
- Sequence tasks.
- Prioritize tasks.
- Determine critical path.
- Allocate resources.
- Set baseline.
- Set quality gates.
- Set governance gates.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

Project Scheduling, http://www.projectinsight.net/project-management-basics/project-management-schedule

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Question #69 of 95

Question ID: 1260343

Verigon, Inc. has begun working on a project to create a new product that will reduce the toxic waste produced by printer inks. In this scenario, what is the need or demand behind the business case?

- ✖ ✗ **A)** Customer request
- ✖ ✗ **B)** Organizational need
- ✖ ✗ **C)** **Social need**
- ✔ ✓ **D)** Ecological impact

Explanation

In this scenario, a business case has been created due to ecological impact. Verigon, Inc. is trying to minimize a toxic hazard to the environment.

An example of a project being implemented to address an organizational need would be a project to convert the sales database to a different platform so that the company can service customer accounts more efficiently and at a reduced overhead cost.

An example of a project being implemented to address a customer request would be to create an Android-compatible version of a popular iPhone-only mobile application.

An example of a project being implemented to address a social need would be authorizing a project to install potable water devices to the interior regions of Asia as part of a corporate global citizenship initiative.

Objective:
Project Basics

Sub-Objective:
Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

Project Statement of Work vs. Project Charter, https://4squareviews.com/2013/03/07/5th-edition-pmbok-guide-project-statement-of-work-vs-project-charter/

Question #70 of 95

You are given the network diagram with durations in weeks shown in the exhibit.
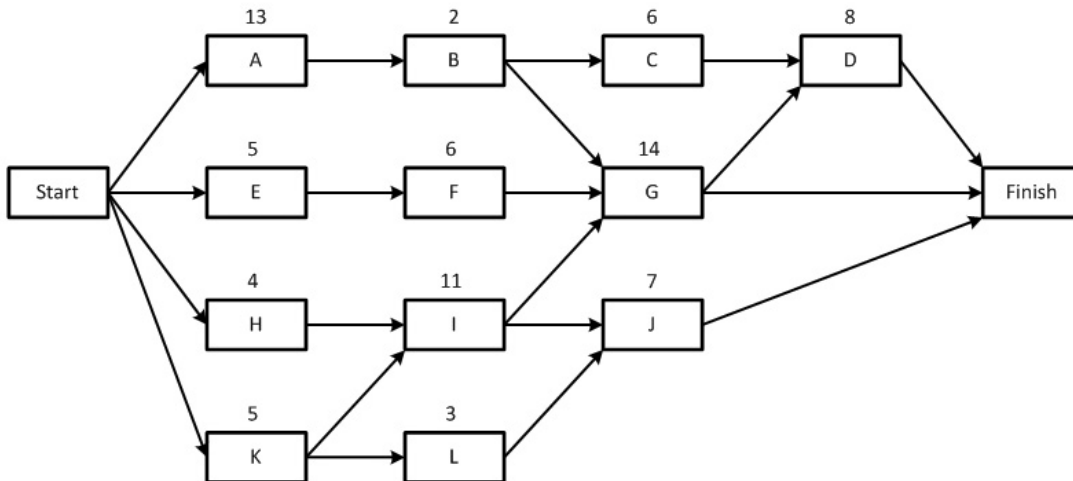
The duration of the critical path in weeks is:

- ✔ ✓ **A)** 38
- ✖ ✗ **B)** 33
- ✖ ✗ **C)** 37
- ✖ ✗ **D)** 40

Explanation

With the given network diagram, the duration of the critical path in weeks is 38. The critical path of a project is the path through the project that has the longest duration. The possible paths through this network diagram with calculated durations are:

A, B, C, D - 29 weeks
A, B, G, D - 37 weeks
A, B, G - 29 weeks
E, F, G - 25 weeks
E, F, G, D - 33 weeks
H, I, J - 22 weeks
H, I, G - 29 weeks
H, I, G, D - 37 weeks
K, L, J - 15 weeks
K, I, J - 23 weeks
K, I, G - 30 weeks
K, I, G, D - 38 weeks

The path with the longest total duration is K, I, G, D. Therefore, K, I, G, D is the critical path, and it has a total duration of 38 weeks.

All of the other options are incorrect because they do not represent the correct duration of the critical path of the project.

The critical path represents the shortest amount of time within which the project can be completed. The critical path is important because it identifies the activities that need to be closely monitored to prevent missing the estimated completion date of the project. During the life of a project, the critical path may change, so it must be routinely

monitored.
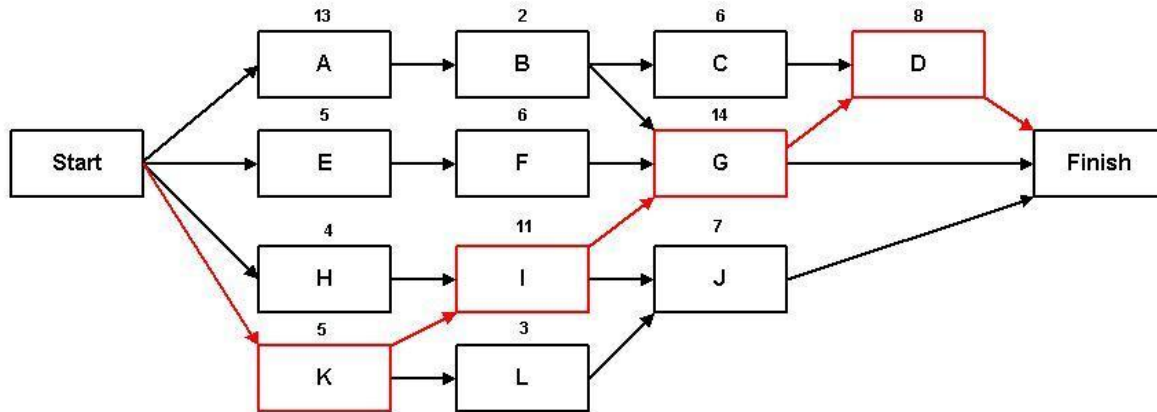
Objective:

Project Basics

Sub-Objective:

Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #71 of 95

Which of the following sentences is true about project communication where cultural differences exist within the project team?

- ✖ ✗ **A)** **For successful cross-cultural communication, it is imperative to favor cultural standards that lead to efficiency.**
- ✖ ✗ **B)** Cross-cultural communication should be avoided because it reduces the productivity of a workplace.
- ✖ ✗ **C)** Cross-cultural communication should be avoided because it adversely affects team cohesiveness.
- ✔ ✓ **D)** For successful cross-cultural communication, it is imperative to eliminate misinterpretation due to language barriers.

Explanation

For successful cross-cultural communication, it is crucial to eliminate possibilities of misinterpretation.

Having to favor certain cultures over others is an ill-advised way to push successful cross-cultural communication.

When handled tactfully and professionally, no adversities stemming from cross-cultural communication are too big to handle.

Objective:

Communication & Change Management

Sub-Objective:

Compare and contrast factors influencing communication methods.

References:

Cross-Culture Communication, https://www.mindtools.com/CommSkll/Cross-Cultural-communication.htm

Cross-Cultural Communication: Definition, Strategies & Examples, http://study.com/academy/lesson/cross-cultural-communication-definition-strategies-examples.html

Question #72 of 95

Johanna is creating the scope statement for a major architectural project. Which of the following information is Johanna likely to include in the project scope statement? (Choose three.)

✖ ✗ **A)** Project start and end dates

✔ √ **B) Project deliverables**

✖ ✗ **C)** Project costs

✔ √ **D) Project constraints**

✔ √ **E) Project assumptions**

Explanation

Johanna should include project assumptions, project constraints, and project deliverables in the project scope statement. An ideal project scope statement outlines the project's deliverables and identifies the constraints, assumptions, and key success factors. A well-written scope statement clearly defines the boundaries of a project. It also identifies the project deliverables and acceptance criteria. It is used to develop the work breakdown structure (WBS), which gives a detailed breakdown of all the project work that is required.

The project costs are initially defined in the project charter, and then are detailed in the project budget.

The start and end dates are included in the project charter and then are further developed in the project schedule.

Objective:
Project Tools & Documentation

Sub-Objective:
Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

Project Scope Statement, http://study.com/academy/lesson/project-scope-statement-definition-components.html

The Project Scope Statement, http://www.project-management-skills.com/project-scope-statement.html

Question #73 of 95

During a project status review meeting with a customer, you find that the customer is unhappy with the project deliverable that was recently handed over to the customer. After a detailed discussion on the reasons, you realize that the customer's requirements have changed after the project started, and now the specifications of the deliverables are not in tune with the current requirements of the customer.

Because you have been interacting with the customer for all project-related queries, you also discuss with the customer that these requirements seem to be new, but you will be responding to them. After reaching your office, you assess the impact of the changes. What should you do next?

✖ ✗ **A)** Call a meeting of the project team, and inform them about the situation.

✖ ✗ **B)** Initiate a meeting with the stakeholders for further discussion on the issue.

✔ √ **C) Initiate a change request as per the procedure agreed upon at the beginning of the project.**

✖ ✗ **D)** Write to the customer to state that the requirements are out of the agreed project scope.

Explanation

As a project manager, you should next initiate a change request as per the procedure agreed upon at the beginning of the project. After this, the change control process will be followed to handle the proposed changes.

You should not call a meeting of the project team and inform them about the situation. A meeting of the team will result after the change control board approves the proposed change. It will have to be discussed with the team members to explain the situation, and the further course for the project execution will have to be charted out.

You should not initiate a meeting with the stakeholders for further discussion on the issue. A meeting with the stakeholders will be called once the change is approved by the change control board.

You should not write to the customer to state that the requirements are out of the agreed project scope. After a suitable decision is reached on the change request, a formal communication can be made regarding the change in requirements and how it will be addressed. The change control system will initiate a dialogue with the customer to discuss further the implications of the changes on the project.

Objective:
Communication & Change Management

Sub-Objective:
Given a scenario, use the following change control process within the context of a project.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 11: Change Control

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Question #74 of 95

What is used to fund the activities that are not initially planned and which result from an emerging risk?

- ✖ ✗ **A)** sinking fund
- ✔ ✓ **B) contingency reserve**
- ✖ ✗ **C)** corporate profit
- ✖ ✗ **D)** management reserve

Explanation

A contingency reserve is used to fund the activities that are not initially planned and which result from an emerging risk. The contingency reserve is a fund reserved for future situations that may cause unexpected and unplanned expenses when a risk event occurs. Contingency reserves reduce the risk impact of missing cost or schedule objectives. During risk response planning, a contingency reserve can be allocated to serve as a buffer to minimize the potential for cost overruns caused by an emerging risk.

Sinking fund is used to redeem debt.

Corporate profit is the final financial outcome.

A management reserve is a fund reserved to meet unpredictable expenses, and is not used for meeting expenses of unplanned activities emerging from an identified risk.

Objective:
Project Constraints

Sub-Objective:
Explain the importance of risk strategies and activities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 8: Risk Activities and Strategies

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Question #75 of 95

Linda has been assigned a project in a projectized organization. Which of the following statements holds true with respect to her level of authority?

- ✔ ✓ **A) High to almost complete authority**
- ✖ ✗ **B)** Low authority
- ✖ ✗ **C)** Moderate to high authority

🔴) ✗ Low to moderate authority

Explanation

In a projectized organization structure, a project manager has high to almost complete authority to make decisions. In such an organization, it is likely that there will not be a functional manager; however, if the role exists, the functional manager will have a very limited role and authority.

In a projectized organization, the project manager has full authority. The resources report to the project manager, and ad hoc resources are widely used.

Objective:
Project Basics

Sub-Objective:
Identify common project team organizational structures.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures

Functional Organizations versus Projectized Organizations (CONCEPT 10), https://www.passionatepm.com/blog/functional-organizations-versus-projectized-organizations-pmp-concept-10

Question #76 of 95

Chris Patel, a project manager, is on a call with the customer discussing important details about an upcoming project. During the call, Chris needs a couple of details from Thomas Brown, the project coordinator. Chris would hate to interrupt the call and walk up to Thomas, who is sitting 10 feet away. Which of the following communication methods would be the best way for Chris to reach out to Thomas? (Choose two.)

✔ √ **A)** Text messaging
✖ ✗ **B)** **E-mail**
✔ √ **C)** **Instant messaging**
✖ ✗ **D)** Social media

Explanation

Chris could send an instant message or a text message to Thomas. Doing so would allow Chris to discreetly receive the details from Thomas without having to interrupt the customer and put the call on hold.

E-mail is an excellent way to exchange project-related information or to inform team members of any proceedings. However, in this case, e-mail would not be effective because Chris needs an immediate response, and e-mail responses could be delayed because of sudden server issues on a bad day.

Social media would not be an appropriate place to share information about a project that could be confidential. Even if a social media message were posted to a confidential or closed site, there is still the possibility that it could be read. Social media should be used to share information with the public regarding a project.

Objective:
Communication & Change Management

Sub-Objective:
Given a scenario, use the appropriate communication method.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 9: Communication Methods and Influences

The Benefits of Instant Messaging for Your Business, http://www.nfib.com/content/resources/technology/the-benefits-of-instant-messaging-for-your-business-52394/

Advantages & Disadvantages of Instant Messaging in Business, http://smallbusiness.chron.com/advantages-disadvantages-instant-messaging-business-21284.html

Question #77 of 95

Which element shows the cumulative number of resources used on a particular day or week to complete all the tasks for that day or week?

- ✖ ✗ **A)** resource list
- ✖ ✗ **B)** Pareto diagram
- ✖ ✗ **C)** Gantt chart
- ✔ ✓ **D) resource histogram**

Explanation

A resource histogram shows the number of resources used on a particular day or week. If there are 10 tasks to be performed on a particular day and each task has a different number of resources allocated, the total number of resources used on that particular day can be viewed in the resource histogram.

The Gantt chart is also called a timeline chart. A Gantt chart is a horizontal bar chart that shows the activities of the project and the time required and spent for each activity. The tasks in the project are listed in the left and the corresponding duration for the tasks is represented as horizontal bars in this chart. The Gantt chart provides the best overall schedule of a project because it gives a complete picture of the different activities to be completed in the project against time.

A resource list is the list of resources that can be assigned to a project's tasks. A skill search is done in an organization to find the suitable resources that can be allotted to the different tasks in the project.

Pareto diagrams are special bar graphs that give the percentage of a particular error or problem versus the total percentage of errors or problems. Pareto diagrams help in ranking the issues by their critical nature depending on the frequency of the occurrence of the issue. A Pareto diagram helps in analyzing the type of error that occurs most often and initiating a resolution to the problem. It is easy to sort out the cause of errors because the errors are categorized in a Pareto diagram.

Objective:
Project Tools & Documentation

Sub-Objective:
Compare and contrast various project management tools.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 12: Project Management Tools

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Question #78 of 95

You need to ensure that the final project meets the customer requirements and project objectives. Which document should you review?

- ✔ ✓ **A)** project management plan
- ✖ ✗ **B)** lessons learned database
- ✖ ✗ **C)** historical information
- ✖ ✗ **D) project closure guidelines**

Explanation

You should review the project management plan to ensure that the final project meets the customer requirements and project objectives. The project management plan documents the customer requirements and project objectives.

The lessons learned database and historical information are organizational process assets that act as inputs to the Close Project or Phase process. However, they do not ensure that they final project meets the customer requirements and project objectives. They are used to document as much information as possible about a project so that this information may be used in future projects.

The project closure guidelines are organizational process assets that ensure the project is closed according to the policies or the organization. However, they do not ensure that the final project meets the customer requirements and project objectives.

Objective:

Project Tools & Documentation

Sub-Objective:

Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

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Question #79 of 95

Mark Miller replaced Colin Harris to become the new project manager. As part of his on-boarding, Mark asks to view the organizational chart of the company. Which of the following options does NOT describe the use of an organizational chart?

  ✔ √ **A)** **Defines the type of projects the company is equipped to undertake**

  ✖ ✗ **B)** Defines responsibilities and reporting relationships

  ✖ ✗ **C)** Aids in efficient management of growth and change

  ✖ ✗ **D)** Aids in improving the existing lines of communication

Explanation

Because this is a negatively worded question, the correct answer is defining the type of projects the company is equipped to undertake. An organizational chart is a diagram that displays a reporting or relationship hierarchy and displays the structure of a business or organization. It does not define the types of projects best suited to the organization.

Organizational charts help in managing growth and change, improving the existing lines of communication, and defining responsibilities and reporting relationships.

Objective:

Project Tools & Documentation

Sub-Objective:

Given a scenario, analyze project centric documentation.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 13: Project Documentation

Organizational Chart Types and Uses, https://www.smartdraw.com/organizational-chart/

Organizational Charts Improve the Effectiveness of Operations, http://www.brighthub.com/office/human-resources/articles/112907.aspx

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Question #80 of 95

Dale Miller is a project manager for software development project. After uncovering an unknown risk, Dale contacts the customer informing her that they would need to migrate data, increase costs, and delay timelines to address the risk. The customer says that she is willing to pay for extra costs; however, she wants the timelines to remain the same. Which of the following statements is true regarding the customer's response?

  ✖ ✗ **A)** The customer is unwilling to respect project management requirements.

  ✔ √ **B)** **The customer is considering the accept risk strategy.**

  ✖ ✗ **C)** The customer is considering the mitigate risk strategy.

  ✖ ✗ **D)** The customer is averse to risks.

Explanation

The customer has made a conscious decision to accept the risk and bear the costs. However, upon mapping her company's project pain threshold, she may have deemed it necessary for the timeline to be respected.

The customer is not considering the mitigate risk strategy. Risk mitigation puts controls into place to help reduce the effect of the risk should it occur.

The customer is not risk averse. She understands the risk involved and has therefore agreed to increase the project budget.

The customer is not being unrealistic regarding project management requirements. She is respectful towards and understanding of the requirements in this case. For this reason, she agreed to pay the extra costs.

Objective:
Project Constraints

Sub-Objective:
Explain the importance of risk strategies and activities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 8: Risk Activities and Strategies

Avoid, Accept, or Transfer? Understanding and Managing Risk, https://www.cowangroup.ca/news/article/avoid-accept-or-transfer-understanding-and-managing-risk

Risk Response Strategies for Negative Risks or Threats, https://pmstudycircle.com/2015/04/risk-response-strategies-for-negative-risks-or-threats/

Question #81 of 95

You are the project manager for a proposed project that will develop a system to integrate several divergent systems. There are many stakeholders from differing backgrounds, and each has specific needs from the new system. What is the best first step to facilitate discussion of the project objectives and plans?

- ✖ ✗ **A)** Review the project schedule and risk assessment with each individual stakeholder.
- ✔ ✓ **B)** Have a formal kick-off meeting at which all stakeholders participate.
- ✖ ✗ **C) Interview each stakeholder individually to find out what each one wants from the system and then incorporate all of those wants into the project scope document.**
- ✖ ✗ **D)** Submit all the wants of the stakeholders to the project sponsors for approval.

Explanation

In larger projects, there should be a formal kick-off meeting to discuss project objectives and plans for the project. Stakeholders do not always have the same agenda relative to a new system. At the kick-off meeting, you should discuss the project objectives. During this meeting, you should discuss the project charter, the phases of the project, the project team members, and the stakeholders' participation in the project. During this meeting, each stakeholder should have an opportunity to comment on the project.

When determining stakeholder needs, it is sometimes necessary to interview each stakeholder to understand clearly what their expectations are for the new system. In this scenario, however, there are many stakeholders, each with different needs, and you want to facilitate discussion. Therefore, interviewing each individual stakeholder is impractical and is not the best first step in generating discussion. After the kick-off meeting, it may become necessary to interview stakeholders to better identify their needs.

You could not review the project schedule and risk assessment with each individual stakeholder because at this point these documents are not yet completed.

Stakeholders should not submit their wants to the project sponsors for approval. Any change requests by a stakeholder should be handled according to the guidelines outlined in the change-control process section of the project scope document.

Objective:
Communication & Change Management

Sub-Objective:
Given a scenario, use the appropriate communication method.

References:

Kick-off meeting, http://maxwideman.com/pmglossary/PMG_K00.htm

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition - Chapter 3 Project Management Processes for a Project - 3.3 Initiating Process Group

University of Washington Home > UWIN > Computing and Networking > Project Management > Plan the Project > Project Team Kick-Off Meeting,
http://www.washington.edu/computing/pm/plan/teammeeting.html

Question #82 of 95

Monica is determining the critical path for the project. Which of the following considerations are TRUE for this process?

- ✖ ✗ **A)** A project has a single critical path.
- ✔ √ **B) The critical path is the longest path formed by a sequence of project activities.**
- ✔ √ **C) All the activities on critical path have zero float value.**
- ✔ √ **D) A delay in an activity on critical path delays the end date of the project.**

Explanation

The critical path is the longest path formed by a sequence of project activities. It helps a project manager calculate the end date or total duration of the project.

The activities on critical path do not have any float value. Their float value is always zero. Therefore, any delay in an activity on critical path may affect the end date of the project. The float time for an activity is the time between the earliest and the latest start time or between the earliest and latest finish times. During the float time, an activity can be delayed without delaying the project finish date.

A project may have a single critical path. However, a project may also have more than one critical path, depending on the sequencing and task durations.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

The Ultimate Guide to the Critical Path Method, https://www.smartsheet.com/critical-path-method

Critical Path Method, https://www.tutorialspoint.com/management_concepts/critical_path_method.htm

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Question #83 of 95

You are creating your project schedule and notice that for one of your tasks the Late Start is earlier than the Early Start. The task is said to have what?

- ✖ ✗ **A)** lag
- ✔ √ **B) negative float**
- ✖ ✗ **C)** free float
- ✖ ✗ **D)** zero float

Explanation

The task is said to have negative float. Negative float occurs when the difference between the late date and early date of an activity (either start or finish) is negative, in other words, the late date is earlier than the early date. Negative float indicates that the task is critical, and the schedule must be adjusted if the project is to be completed on time. Negative float usually occurs when date constraints are added to a project. Methods of resolving negative float in a schedule include crashing, fast tracking, adding resources to the critical path, or even re-estimating or extending the project schedule.

The task is not said to have lag. Lag is the time delay between the start or finish of an activity and the start or finish of its successor(s).

The task is not said to have zero float. A task is said to have zero float when its early and late dates are identical. A task with zero float is considered a critical task. If the duration of any critical task increases, the completion date of the project will slip.

The task is not said to have free float. Free float is the excess time before the start of a next project activity. Free float is the smallest difference between the Early Finish of a task and the Early Start of all of the task's successors. Free float represents the amount of time that the task can be delayed without delaying any other activity in the project. Free float only occurs when two or more activities share a common successor. You should note that free float cannot be negative.

Objective:

Project Basics

Sub-Objective:

Given a scenario, execute and develop project schedules.

References:

Max Wideman Comparative Glossary of Project Management Terms - Negative Float, http://www.maxwideman.com/pmglossary/PMG_N00.htm

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #84 of 95

Which term refers to the development of a product after it is broken down into segments, and performing repeated cycles of designing, developing, and testing?

- ✖ ✗ **A)** Waterfall model
- ✖ ✗ **B)** Incremental approach
- ✔ √ **C) Iterative approach**
- ✖ ✗ **D)** DevOps approach

Explanation

An iterative approach refers to developing a product after being broken down into segments, and performing repeated cycles of designing, developing, and testing.

DevOps approach is an extension of Agile methodology in which the development of software is integrated through coding to testing to a user using it. Therefore, this approach is considered as a combination of development and operations.

In the Waterfall model, the phases of software development cycle are performed in a sequential fashion.

In an incremental approach, software is designed, implemented, and tested in non-repeating stages until the product is finished.

Objective:

Project Basics

Sub-Objective:

Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Iterative development, http://searchsoftwarequality.techtarget.com/definition/iterative-development

Agile Needs to Be Both Iterative and Incremental, https://www.mountaingoatsoftware.com/blog/agile-needs-to-be-both-iterative-and-incremental

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Question #85 of 95

You are a PM for a large Enterprise Resource Planning (ERP) implementation project. You have completed the Define Activities process and are constructing your network diagram. Based on feedback from one of your SMEs who has done previous ERP implementations, you decide that one conversion module should be developed and tested before another. This is an example of which type of dependency?

- ✔ √ **A) discretionary**

✖ ✗ **B)** external

✖ ✗ **C)** mandatory

✖ ✗ **D)** expert

Explanation

This is an example of a discretionary dependency. Discretionary dependencies, also known as soft logic, reflect the discretion of the project team. These are usually based on past experience or best practices. In this scenario, you have chosen to add a dependency based on the past experience of one of your SMEs.

This is not an example of an expert dependency because this is not a valid dependency type.

This is not an example of an external dependency. External dependencies are dependencies that exist outside of the project itself. The weather, or some other outside factor, would be considered an external dependency.

This is not an example of a mandatory dependency. Mandatory dependencies, also known as hard logic, are based on the type of work being performed and the inherent order that the work will need to be performed. For example, you must dig the footing for a building before you can pour the concrete for the footing.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #86 of 95

John is developing the schedule of his first project. He has identified the project tasks, determined their durations, and determined the sequence in which the tasks can be executed. Now he has to create a diagram so that the stakeholders understand this sequence easily. Which of the following tools can John use? (Choose all that apply.)

✔ √ **A) Project schedule network diagram**

✖ ✗ **B)** Activity list

✔ √ **C) Gantt chart**

✖ ✗ **D)** Milestone list

Explanation

A project schedule network diagram is a graphical representation of the sequence of activities in the project along with their dependencies. Because it shows the sequence of project activities in the simplest form, it can be easily understood by the project stakeholders.

A Gantt chart will also serve the same purpose. A Gantt chart primarily shows the length of time the project tasks will take, represented as rows on a spreadsheet across columns of dates; however, it also clearly shows the sequence of activities.

A milestone list will not serve the purpose in John's requirement. It depicts the major events in the project and not the sequence of activities along with their dependencies.

An activity list will not serve the purpose in John's requirement. An activity list does not graphically depict the relationships of activities.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

The Schedule Network Diagram Explained, http://www.cornelius-fichtner.com/index.php/pmp/923-pmp-exam-tip-the-schedule-network-diagram-explained

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Question #87 of 95

Which project role is responsible for resolving the problems escalated by the project manager and for resolving policy problems, or at least forwarding such issues to the appropriate decision-making authorities in the organization?

- ✖ ✗ **A)** **Project stakeholders**
- ✖ ✗ **B)** Project Management Office (PMO)
- ✖ ✗ **C)** Project client
- ✔ ✓ **D)** Project steering committee

Explanation

The project steering team, also referred to as the steering committee, helps the project team by resolving the problems escalated by the project manager or the project leads. It also resolves policy problems, or at least forwards such issues to the appropriate decision-making authorities within the organization.

The PMO strives to maintain and disseminate project management policies and processes. According to CompTIA, the PMO sets standards and practices for organization; sets deliverables; provides governance; sets key performance indicators and parameters; provides tools; outlines consequences of non-performance; provides standard documentation or templates; and coordinates resources between projects.

The stakeholders have a vested interest in the success of a project, but individual stakeholders might or might not be involved in the project's actual operations. They may also lack the authority to resolve escalated issues or policy problems.

The project client or sponsor provides the funding, project charter, baseline, and high level requirements for the project. This person or group also is responsible for project control and marketing. Finally, this role documents the roadblocks and business case or justification.

Objective:
Project Basics

Sub-Objective:
Classify project roles and responsibilities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 2: Project Roles, Responsibilities, and Team Structures, Project Roles and Responsibilities

Standard Project Roles and Responsibilities, http://its.ucsc.edu/project-management/docs/brown-bag-docs/project-roles-and-resp-for-presentation.pdf

Steering Committee 'nuts and bolts', http://www.egovernment.tas.gov.au/__data/assets/pdf_file/0008/78182/Steering_Committee_Nuts_and_Bolts_Fact_Sheet.pdf

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Question #88 of 95

Which of the following statements are true about a request for proposal (RFP)? (Choose two.)

- ✖ ✗ **A)** An RFP does not include bidder evaluation criteria.
- ✖ ✗ **B)** **An RFP does not include the timeline to provide the finished product.**
- ✔ ✓ **C)** An RFP describes tasks to be performed by the winning bidder.
- ✔ ✓ **D)** **An RFP includes project specifications.**

Explanation

A request for proposal (RFP) describes the project specifications and the tasks to be performed by the winning bidder. An RFP is issued by a business or an organization to request vendor bids for products, solutions, and services.

A request for proposal (RFP) must include bidder evaluation criteria and the timeline in which the vendor should complete and turn in the finished product or procurement. It

includes specific project parameters, including the project's scope and other relevant information, such as the specific dimensions of framing material needed for a construction project.

Objective:

Project Tools & Documentation

Sub-Objective:

Identify common partner or vendor-centric documents and their purpose.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 14: Vendor Documentation

Request for Proposal, https://www.techopedia.com/definition/9167/request-for-proposal-rfp

Request For Proposal - RFP, http://www.investopedia.com/terms/r/request-for-proposal.asp

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Question #89 of 95

Which would NOT be included in your communication plan?

- ✔ √ **A) A description of the project management strategy used for the project**
- ✖ ✗ B) Documentation of the flow of information, including which individuals will receive communication
- ✖ ✗ C) Procedures for refining the communications management plan
- ✖ ✗ D) A description of the format and details of the information to be distributed

Explanation

A description of the project management strategy used for the project would not be included in your communication plan. Instead, this would be included in the project plan.

All of the other options are incorrect because they represent items that should be present in the communications management plan.

Objective:

Project Basics

Sub-Objective:

Compare and contrast standard project phases.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 1: Project Properties and Phases

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Question #90 of 95

Ellen Yang, a project manager at Metroil Inc., is assigned to a website improvement project for a large corporation. Metroil Inc. is the project sponsor, whereas the large corporation is the customer. The project is underway and discussions about finalizing the documents are being held.

She visits a work event that evening and speaks to few industry colleagues who happen to use the website. They tell her certain existing features of the website are annoying and could use improvement.

The following morning, Ellen meets the project sponsor and hands him a list of feature improvements, encourages changes to the design of the website, and requests that they speak to the customer. Which of the following options best describes Ellen's action?

- ✖ ✗ A) Communication management
- ✖ ✗ B) **Quality management**
- ✔ √ C) Scope management

✖ ✗ **D)** Schedule management

Explanation

Ellen engaged in scope management, which refers to the set of processes that ensure a project's scope is defined and mapped accurately. Scope management techniques allow project managers and supervisors to allocate just the right amount of work necessary to complete a project successfully. Ellen had specific feature improvement, which will affect the project scope.

Ellen did not engage in communication management. Communication management refers to planning, implementing, monitoring, and revising communication regarding project work to all affected stakeholders and team members.

Ellen did not engage in quality management. Quality management ensures that an organization, product, or service is consistent. It has four main components: quality planning, quality assurance, quality control, and quality improvement.

Ellen did not engage in schedule management. Schedule management establishes the activities for developing, monitoring, and controlling the schedule. A project schedule lists a project's milestones, activities, and deliverables, usually with intended start and finish dates.

Objective:
Project Constraints

Sub-Objective:
Given a scenario, predict the impact of various constraint variables and influencers throughout the project

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 7: Project Constraints and Influences

Stakeholder management, http://knowledge.apm.org.uk/bok/stakeholder-management

Managing Expectations, https://www.projectsmart.co.uk/stakeholder-management.php

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Question #91 of 95

You are using expert judgment to estimate the duration of the project tasks. What statement correctly describes this estimation technique?

✖ ✗ **A)** It does not allow you to compare the differences in the proposed project to past experiences.
✖ ✗ **B)** It does not allow you to identify the impact of new technologies on the project.
✖ ✗ **C)** **It considers the resource skill level for estimation.**
✔ ✓ **D)** It is hard to document the factors considered for estimation.

Explanation

When using the expert judgment method of estimation, it is hard to document the factors considered for estimation. The expert judgment method is used when the person who is doing the estimation has extensive experience and knowledge in the domain in which the estimation will be done. Because this estimation is based on the estimator's experience on other projects, it can be difficult to document the factors that were considered.

The resource skill level is not considered for estimation in the expert judgment method. The expert judgment method considers only the experience of the expert who does the estimation.

The impact of new technologies is a consideration in the expert judgment method. The estimator considers the new technologies and its roles in the project. This method assumes that the estimator has the experience on impact of new technologies in the previous project.

The underlying principle of this method is to consider the experience of the estimator. Therefore, the estimator needs to compare the differences of the new project and the previous projects.

Objective:
Project Basics

Sub-Objective:

Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

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Question #92 of 95

Sam, the project manager, is currently developing the schedule for one of his project. Specifically, he is determining the project's milestones. Which of the following describes the differences between tasks and milestones?

- ✖ ✗ **A)** Only a single milestone should exist, but multiple tasks can exist.
- ✖ ✗ **B)** Milestones must have a duration, while tasks do not require durations.
- ✖ ✗ **C)** Milestones do not have any attributes, while tasks have several attributes.
- ✔ ✓ **D) Milestones have zero duration, while the tasks have a duration.**

Explanation

Milestones do not have a duration. All the tasks in a project must have a duration along with their other attributes. The duration is the length of time it will take to complete a task.

A project can have more than one milestone based on the project requirements. Similarly, to accomplish the requirements, multiple tasks can be executed. The number of milestones and tasks will vary from project to project.

Milestones have several of the same attributes as tasks except duration. Milestones do not have a duration because they denote an achievement, not a task. The duration attribute is mandatory for all tasks in a project.

Objective:
Project Basics

Sub-Objective:
Given a scenario, execute and develop project schedules.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 4: Project Schedules

Gantt Chart Tips: When to Use Milestones in Your Project Plan, https://www.smartsheet.com/blog/support-tip-milestones-in-project-management

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Question #93 of 95

Which of the following statements is true about iterations within Agile methodology?

- ✖ ✗ **A)** Iterations involve a development cycle spanning 7-30 weeks.
- ✔ ✓ **B) Iterations involve a development cycle spanning 7-30 days.**
- ✖ ✗ **C)** Iterations involve a development cycle spanning 30-45 days.
- ✖ ✗ **D)** Iterations involve a development cycle spanning 2-6 weeks.

Explanation

Iterations are called sprints with respect to SCRUM, which is an Agile methodology. They involve a 7-day to 30-day development cycle.

Iterations within Agile methodology do not involve a 30-45-days development cycle, a 2-6 week development cycle, or 7-30 week development cycle.

Objective:
Project Basics

Sub-Objective:

Identify the basic aspects of the Agile methodology.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 6: Agile Methodology

Key Elements of a Successful Agile Retrospective: Preparation and Participation, https://www.infoq.com/news/2009/09/key-elements-agile-retrospective

3 Styles of Agile: Iterative, Incremental, and Evolutionary, https://dzone.com/articles/3-styles-agile-iterative

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Question #94 of 95

A Pareto diagram helps the project team to:

- ✖ ✗ **A)** display if the process is in control
- ✖ ✗ **B)** forecast future problems
- ✖ ✗ **C)** analyze causes of problems
- ✔ ✓ **D) focus on the most significant problems**

Explanation

A Pareto diagram helps the project team to focus on the most significant problems. A Pareto diagram is a bar chart based on the Pareto 80-20 law, which states that 80 percent of problems are caused by 20 percent of the causes. It shows problems ranked in descending order of significance. It helps the project team to identify and focus on the most significant problems. A Pareto diagram is shown in the following exhibit:

To forecast future problems, you could use a scatter diagram, which is a tool for trend analysis. This diagram plots data on an X/Y axis to identify the correlation between them. It helps forecast future trends.

To analyze causes of problems, you could use a fishbone, or Ishikawa, diagram. This is a cause-effect diagram and helps identify the root causes of a quality problem by showing how various factors are linked to potential problems.

To display if the process is in control, you could use a control chart, which is a graphic display of process results shown over a period of time to help determine if the process is in control. It shows if differences in results are due to random causes or unusual events that need to identified and rectified.

Objective:
Project Tools & Documentation

Sub-Objective:
Compare and contrast various project management tools.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 12: Project Management Tools

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Question #95 of 95

Which statement best describes the risk register?

   ✖ ✗ **A)** It is a commercial database that contains an industry-standard analysis of risk.

   ✔ ✓ **B)** It is a comprehensive array of documentation and analysis of a project's risk.

   ✖ ✗ **C) It is a central document that team members can use to describe risks.**

   ✖ ✗ **D)** It is a list of risks with the most impact and highest probability.

Explanation

The risk register is a comprehensive array of documentation and analysis of a project's risk. The risk register is a key component to project risk management. It is first created as an output of the Identify Risks process. After the Identify Risks process, the risk register is an input and an (updated) output of all of the remaining four main processes of Project Risk Management (Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, and Monitor and Control Risks). By the end of the four processes of Project Risk Management, the risk register contains a thorough view of the project's risk.

A list of risks with the most impact and highest probability is not the best answer. Although the risk register can contain a list of risks, it also contains much more.

The risk register is not a central document that team members can use to mention risks. Numerous team members may be asked to identify risks, and they may be asked to enter them into a central document or database, but such a document or database is not the risk register.

A commercial database that contains an industry-standard analysis of risk is not the risk register. Such a database is probably best classified as an enterprise environmental factor that might contribute to the Plan Risk Management and Identify Risks processes.

Objective:
Project Constraints

Sub-Objective:
Explain the importance of risk strategies and activities.

References:

CompTIA Project+ Cert Guide (Certification Guide), Chapter 8: Risk Activities and Strategies