QUESTION 36
Resources for a project report to a project manager and a functional manager. The organizational structure is:

A. Matrix
B. Ad hoc
C. Functional
D. Projectized

Correct Answer: A

QUESTION 37
Three IT companies have agreed to summarize their efforts as a common organization to generate new businesses in the IT cloud computing industry. Which of the following is the type of organizational change described?

A. Expansion
B. Rightsizing
C. Merger
D. Onboarding

Correct Answer: C

QUESTION 38
A post implementation review is being performed as a part of project closure. Which of the following are applicable areas that the review should cover? (Choose two.)

A. Lessons learned during the project.
B. Produce operational support documentation.
C. Gathering and centralizing project documentation.
D. Organizing the communication of project closure.
E. Identify the key project achievements.
F. Provide a recap of the overall solution.

Correct Answer: AE

QUESTION 39
A project manager travels abroad to meet the offshore team and sends out a meeting invitation to review requirements. However, many team members decline the meeting invitation. The PM approaches one team member to determine why people are declining. The team member indicates the project manager scheduled the meeting at a time when employees typically have permission to take a nap. Which of the following is the project manager facing?

A. Language barriers
B. Time zones
C. Cultural differences
D. Personal preferences

Correct Answer: C

QUESTION 40
During a project, a key stakeholder asks a project team member to add a requirement. The team member adds the requirement without informing the project manager. Which of the following is described in this scenario?

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

Correct Answer: D

QUESTION 41
A team member was replaced on a project by a new team member of equal capability. Which of the following should the project manager do FIRST?

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

Correct Answer: D

QUESTION 42
A project manager received a change request, immediately documented the required changes, and evaluated the impact of and justification for the changes. Which of the following should the project manager do NEXT?

A. Gain approval for the changes.
B. Identify the approval authority.
C. Implement the changes.
D. Create an emergency change request.

Correct Answer: A
Explanation:
Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 294

QUESTION 43
A new stakeholder has requested the status and progress reports for the project milestones. Which of the following documents should the project manager address FIRST?

A. Project communication plan
B. Project status report
C. Project management plan
D. Project backlog

Correct Answer: C

QUESTION 44
An agreement document that is intended to prevent two or more organizations from sharing specific, confidential information with anyone but each other is called:

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

Correct Answer: B
Explanation:
Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 302

QUESTION 45
Which of the following vendor documents specifically address quality? (Select TWO).

A. LOI
B. SLA
C. Warranty
D. PO
E. NDA

Correct Answer: AB

QUESTION 46
The PMO is responsible for: (Choose two.)

A. managing the project plan, scope, risk, and budget.
B. contributing expertise, deliverables, and estimates of costs.
C. setting standards and practices for the organization and providing governance.
D. outlining consequences of non-performance and coordinating between disparate projects.
E. approving funding, developing the project schedule, and gathering high-level requirements.
Correct Answer: CD
Explanation:
Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 85

QUESTION 47
Ann, one of the affected stakeholders, feels that the project team has not been giving periodic stakeholder updates and that her input has not been taken into account. Which of the following should the project manager do to ensure stakeholder expectations are met?

A. Ensure that Ann is involved during the testing phase of the project so she can call out functional gaps.
B. Organize a walkthrough of the solution and ensure face-to-face updates occur every two weeks.
C. Escalate the issue to the project steering committee that Ann is criticizing the project quality.
D. Organize a requirements workshop to capture any gaps.

Correct Answer: B

QUESTION 48
Which of the following describes KPIs?

A. Analyses of organizational strengths and weaknesses
B. Graphical representations of process flow

C. Elements against which performance can be measured
D. Collaboration platform tools

Correct Answer: C

QUESTION 49
A project manager needs to identify the resources assigned to a particular task. In which of the following documents can this information be found?

A. Project schedule
B. Cost plan
C. Scope statement
D. Impact assessment

Correct Answer: A
Explanation:
Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 156

QUESTION 50
A project team completed a brainstorming activity to determine potential issues with a project. Which of the following activities should the project team do NEXT?

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

Correct Answer: A

QUESTION 51
A project manager wants to introduce the practice of a WBS to the PMO, but the other managers believe this will create extra work. Which of the following would BEST communicate the need for a WBS to the other managers? (Select TWO).

A. Using the WBS will help prevent work from slipping or being forgotten.
B. TheWBS will be required on very large projects.
C. TheWBS will be required if the project manager has the time available to complete it.
D. TheWBS will aid in determining which resources are required for the project.
E. The WBS is the best way to determine risks of the project.

Correct Answer: AD

QUESTION 52
During the testing phase, a team member has informed the project manager that the test environment was set with inadequate client information, putting the project in jeopardy. Which of the following should the project manager do NEXT?

A. Ask the team member to move to a different test environment.
B. Ask the team member to refrain from testing the scenarios.
C. Revisit the risk management plan and provide corrective actions.
D. Revisit the contingency plan and provide corrective actions.

Correct Answer: D

QUESTION 53
Which of the following statements are correct regarding project management? (Select two.)

A. A project can be part of an organization's program management.
B. An organization's portfolio will include programs.
C. A program has a defined start and finish.
D. An organization's portfolio is a temporary and unique endeavor.
E. A project portfolio will be managed under program management.

Correct Answer: BC

QUESTION 54
Which of the following activity sequencing techniques uses nodes to symbolize activities and arrows to show how their dependencies are connected?

A. Critical Path Method
B. Arrow Diagramming Method
C. Critical Chain Method
D. Precedence Diagramming Method

Correct Answer: D

QUESTION 55
A software development project is struggling with a certain technology that is unknown to the project team. A project manager has received a third-party proposal to transfer the risk. Which of the following should the project manager do NEXT?

A. RF1
B. RFP
C. RFQ
D. Change request
E. Request for bid

Correct Answer: E

QUESTION 56
Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

A. Managing change
B. Fast tracking
C. Rolling wave planning
D. Crashing

Correct Answer: B

QUESTION 57
A project manager who is part of a global team wants to have a team building meeting and