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is 500 hours, and the projected earned value is \$30,000.

Project Completion	Total Hours	Actual Cost
6 months	420	\$25,200
4 months	620	\$37,200

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

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

**Correct Answer: C**

**Explanation:**

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

### **QUESTION 157**

A project is taking more effort than anticipated. Which of the following constraints will MOST likely be affected?

- A. Scope
- B. Time
- C. Quality
- D. Cost

**Correct Answer: D**

**Explanation:**

<https://programsucccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/>

### **QUESTION 158**

Two team members approach a project manager with different ideas for completing a task. After listening to the team members' ideas, the project manager does not choose either one and requires both members to finish the task as originally planned. Which of the following conflict resolution techniques is the project manager applying?

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

**Correct Answer: B**

**Explanation:**

"Smoothing is a temporary way to resolve conflict. In this technique, the areas of agreement are emphasized over the areas of difference"

Excerpt From: Kim Heldman. "CompTIA Project+ Study Guide." iBooks.

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### **QUESTION 159**

A risk with minor impact has been realized. There is no change to the triple constraint. The PM should notify the:

- A. internal project team.
- B. key stakeholders.
- C. affected team members.
- D. full project team.

**Correct Answer: B**

### **QUESTION 160**

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

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

**Correct Answer: C**

**Explanation:**

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

### **QUESTION 161**

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

A, C, G: 10 weeks

A, B, F: 8 weeks

D, E, H: 12 weeks

D, B, F: 7 weeks

Which of the following tasks are on the critical path?

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

**Correct Answer: C**

**Explanation:**

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

### **QUESTION 162**

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

- A. A program is a combination of multiple projects.
- B. A program contains an element of the project.
- C. A program is a part of a project.

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D. A program uses half of the project's budget.

**Correct Answer:** A

**Explanation:**

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 72

### **QUESTION 163**

The project schedule performance index is 1.1, and the cost performance index is 0.9. Which of the following describes the project status?

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

**Correct Answer:** C

### **QUESTION 164**

A senior manager asks a project manager for an estimated budget on a new project. Which of the following is the BEST step for the project manager to take?

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

**Correct Answer:** B

**Explanation:**

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

### **QUESTION 165**

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

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

**Correct Answer:** B

### **QUESTION 166**

Which of the following activities are associated with the closing phase of a project? (Choose two.)

- A. Risk mitigation
- B. Archiving of project documents
- C. Tracking of expenditures
- D. Lessons learned
- E. Quality assurance

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**Correct Answer:** BD

**Explanation:**

Kim Heldman, CompTIA Project+ Study Guide, 2nd Edition, Sybex, Indianapolis, 2017, p. 338,

### **QUESTION 167**

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

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

**Correct Answer:** C

**Explanation:**

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

### **QUESTION 168**

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

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

**Correct Answer:** A

### **QUESTION 169**

An organization has multiple projects that are taking place simultaneously. Which of the following should be tasked with ensuring resources are appropriately allocated to projects?

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

**Correct Answer:** B

**Explanation:**

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

### **QUESTION 170**

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

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

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**Correct Answer:** D

**Explanation:**

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

### **QUESTION 171**

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

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

**Correct Answer:** C

**Explanation:**

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

### **QUESTION 172**

A vendor was removed from a company due to non-performance but continues to submit invoices for work that was not completed. Which of the following should the project manager do to stop the vendor from sending invoices?

- A. Draft a C&D letter and send it to vendor.
- B. Review the MOU with the vendor.
- C. Ask the legal departments to draft a non-complete agreement for the vendor to sign.
- D. Meet with the finance department to prevent the vendor from sending invoices.

**Correct Answer:** A

### **QUESTION 173**

A vendor is unable to deliver an order by the specified date. Which of the following should be the project manager's NEXT steps? (Choose two.)

- A. The project manager should notify the affected project team and, if necessary, adjust the schedule because the project could potentially encounter delays.
- B. The project manager should notify the project sponsor to update the schedule in the documentation because the project could potentially encounter delays.
- C. The project manager should adjust the schedule in the documentation and, if necessary, take steps to rush other areas of the schedule so the project will not encounter delays.
- D. The project manager should update the project management plan in the documentation to reflect the reason for the possible delay in the project timeline.
- E. The project manager should update the procurement plan and action items to reflect the possible delay in the project timeline.

**Correct Answer:** AD

### **QUESTION 174**

Two team members have concluded that documentation is not required due to the size of the current project. The project manager has encouraged them to align strictly within the process. Which of the following conflict resolution techniques has the project manager utilized?

- A. Smoothing

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