



PK0-003 Q&As **Project+ (2009)**





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Vendor: CompTIA

Exam Code: PK0-003

Exam Name: Project+ (2009)

Q&As: Demo

QUESTION 1

Which of the following MUST be clearly defined in a project charter?

- A. Quality
- B. Scope
- C. Action items
- D. WBS

Correct Answer: B

QUESTION 2

Which of the following is the MAIN difference between an open-ended and a close-ended problem statement?

- A. An open-ended problem statement leads to multiple solutions, while a close-ended one has limited solutions.
- B. An open-ended problem statement has a low success rate, while a close-ended problem statement has a high success rate.
- C. In open-ended problem statements, well defined resources cannot be allocated to the project, while a close-ended one allows for defined resources.
- D. An open-ended problem statement expands the scope of the project, while a close-ended one keeps the project in scope.

Correct Answer: A

QUESTION 3

A project team member, Joe, has completed his project work. Although the project is not completed yet, Joe has been assigned by the PMO director to a new project. Which of the following describes the organization structure Joe works in?

- A. Functional
- B. Matrix
- C. Project based
- D. Strong Matrix

Correct Answer: C

QUESTION 4

Which of the following is used to provide a functional description of the efforts which are required in order to accomplish a task?

- A. Gantt chart
- B. PERT
- C. GERT
- D. WBS dictionary

Correct Answer: D

QUESTION 5

A project manager is entering the list of a project's activities with their estimated begin and end time to visualize which activities overlap and when the project is scheduled to end. Which of the following is the project manager building?

- A. Gantt chart
- B. Work Breakdown Structure
- C. Critical Path

D. PERT chart

Correct Answer: A

QUESTION 6

The project manager is sequencing a set of activities. They discover that some of the activities may or may not occur based on the outcome of other activities. Which of the following is BEST suited in this situation to show the activities' logical relationship?

- A. Gantt
- B. ADM
- C. CCB
- D. CCM

Correct Answer: B

QUESTION 7

Which of the following is the MAIN difference between bottom up and top down cost estimation?

- A. Bottom up leads to a more accurate cost estimate than top down because it is performed by subject matter experts
- B. Top down leads to a more accurate cost estimate because it is performed by upper management with direct access to budget information
- C. Bottom up leads to a less accurate cost estimate because it breaks down the task into smaller subtasks where some tasks may not have a cost
- D. Both top down and bottom up are equally accurate estimation of a project's total cost because they both refer to resources assigned by the project sponsor

Correct Answer: A

QUESTION 8

Which of the following purchasing processes should a project team use to ensure that the work will be done per company specifications, while selecting the overall cheapest provider?

- A. RFI
- B. RFP
- C. RFC
- D. RFQ

Correct Answer: B

QUESTION 9

One of the MAIN purposes of a kick-off meeting is to:

- A. Assign and review roles and responsibilities to the project team.
- B. Allow the project sponsor to introduce the project manager to the team.
- C. Review the project definition document and make the appropriate changes.
- D. Ensure project team members communicate amongst each others.

Correct Answer: A

QUESTION 10

After the ground breaking at a new construction site, the pile driving operation comes to a full stop due to the nature of the terrain. Which of the following is MOST likely to occur?

- A. The project communication plan must be updated and a stakeholder meeting must be scheduled.
- B. The project manager must manage the new issue as the project schedule could be delayed.
- C. The project manager must implement conflict resolution and review the resource requirement.

- D. The project scope statement must be reviewed and the project manager must prepare a performance report.

Correct Answer: B

QUESTION 11

A new software solution is being deployed. The customer realizes that an important piece of the software must be purchased in order for the project to be successful. Which of the following is TRUE about this scenario?

- A. The new piece of software will most likely expand the scope of the project therefore a new scope statement must be written.
- B. The current project must be completed and a new project can be started to implement the additional software.
- C. Quality management metrics are affected therefore the project manager should review the quality of the project.
- D. Project schedule may be affected and the project manager must follow the change control process.

Correct Answer: D

QUESTION 12

While performing a scheduled walkthrough at a construction site, the customer points out a discrepancy. Which of the following is the FIRST step that should be taken before submitting a change control form?

- A. Consult the project sponsor
- B. Identify the change
- C. Perform a feasibility study
- D. Perform impact analysis

Correct Answer: B

QUESTION 13

A project team member has identified a required change to one of their assigned tasks. The change would alter the order in which other tasks must be completed. Which of the following should be done NEXT?

- A. Implement the change
- B. Update the change registry
- C. Document the change
- D. Perform an impact analysis

Correct Answer: D

QUESTION 14

Additional company employees have been assigned to the project. Which of the following will be affected?

- A. The timeline may be positively affected at the expense of the project cost.
- B. This change does not affect the triple constraint because the additional employees are already on the company payroll.
- C. The quality of the product will improve but it will add more time to the project to train the new employees.
- D. Total project cost will be reduced because the project can now be completed sooner.

Correct Answer: A

QUESTION 15

Which of the following is the project manager implementing when they allocate additional resources to a set of tasks that are in the critical path and are slowing down the project completion?

- A. Crashing

- B. Optimizing
- C. Controlling
- D. Fast tracking

Correct Answer: A

QUESTION 16

The project manager is reviewing the Pareto chart to identify if the life cycle of a deliverable is producing software bugs. Which of the following are represented in the chart? (Select TWO).

- A. Number of work units affected by the bug
- B. Percentage of bug types occurring
- C. Software bug counts
- D. Root cause of bug occurrence
- E. Affect of the bug occurrence

Correct Answer: BC

QUESTION 17

The project manager wants to report to the stakeholders to date project's cost performance. If the total of completed work to date is \$200,000 and the actual cost is \$210,000, which of the following is the cost variance?

- A. -5%
- B. 5%
- C. -\$10,000
- D. \$10,000

Correct Answer: C

QUESTION 18

Some of the stakeholders are losing interest in the project because of its length. Which of the following should the project manager implement in this situation?

- A. Remove the stakeholders who are losing interest to ensure successful completion of the project.
- B. Limit communication with the stakeholders to the bare minimum and only report on the progress and not the issues.
- C. Implement a concise and reoccurring communication plan which focuses on the project goal and accomplishments.
- D. Review the project goal with the stakeholder and allow them to make the appropriate changes to keep them interested.

Correct Answer: C

QUESTION 19

A project's deliverable has been assigned to a team located in a different country. Although it is understood that daily reports are due by close of business every weekday, the external team's reports are consistently being delivered after business hours. Which of the following is MOST likely occurring?

- A. The external project team did not understand the report requirements due to the language barrier.
- B. External project team members are always allowed to deliver reports late.
- C. The project manager has not taken into consideration the time zone difference.
- D. Cultural differences between the project manager and the external team were not considered.

Correct Answer: C

QUESTION 20

Which of the following should be used when determining the details of a project component or scope

entry?

- A. WBS Dictionary
- B. Project Management Plan
- C. Work Breakdown Structure
- D. Project Charter

Correct Answer: A

QUESTION 21

During the course of a project, key stakeholders have requested new requirements after the business requirements document has already been signed off. Which of the following should have been performed earlier in the project in order to deal with this situation?

- A. Ensure that stakeholders understand that once requirements are approved the scope cannot be changed.
- B. Develop a clear communications flow between the project and business stakeholders.
- C. Perform multiple rounds of requirements solicitation before permanently locking down the scope.
- D. Agree on a process to deal with project change requests.

Correct Answer: D

QUESTION 22

Which of the following scheduling algorithms establishes floats, durations, and paths between work schedule activities?

- A. AON
- B. PERT
- C. CPM
- D. GERT

Correct Answer: C

QUESTION 23

A draft structure for a risk tracking sheet has been provided below:

1. Risk identifier
2. Risk status
3. Risk description
4. Mitigation steps
5. Mitigation status

Which of the following should be ADDED to the risk tracking sheet?

- A. Risk rating
- B. Stakeholder risk tolerance
- C. Revised project schedule
- D. Risk matrix

Correct Answer: A

QUESTION 24

Which of the following is BEST suited for assigning resources to WBS tasks?

- A. WBS defines functional teams which should then be mapped to project scope items
- B. WBS contains the project schedule which should be used to determine timing of when to engage functional teams
- C. WBS defines the description of the end result delivered by the project

D. WBS defines activities and deliverables that can be mapped to functional teams

Correct Answer: D

QUESTION 25

Which of the following can be used as a quality metric when performing quality planning?

- A. Quality control
- B. Cost benefit analysis
- C. Perform preventative actions
- D. Quality assurance

Correct Answer: B

QUESTION 26

Which of the following would be included in the project transition plan?

- A. Specifications used for quality control measurements.
- B. Comparison of project deliverables with organizational strategic goals.
- C. Maintenance responsibilities of the project deliverables.
- D. Analysis of the project expenditures.

Correct Answer: C

QUESTION 27

A project manager confronts a team member about the use of personal instant messaging during working hours. This is an example of which of the following conflict resolution techniques?

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

Correct Answer: A

QUESTION 28

Which of the following are components in the communications management planning process?

- A. Communications planning, information distribution, performance reporting, project implementation
- B. Communications planning, information distribution, performance reporting, closing
- C. Communications planning, information distribution, performance reporting, initiating
- D. Communications planning, information distribution, performance reporting, manage stakeholders

Correct Answer: D

QUESTION 29

An analysis of the cost-benefit trade-offs for a project should be included as part of the:

- A. Work plan
- B. Risk register
- C. Project charter
- D. Quality plan

Correct Answer: D

QUESTION 30

A project manager of a particular project receives formal notification that a vendor has gone out of business. New vendors with similar products at similar costs have been identified. Which of the following

should the project manager do FIRST?

- A. Initiate RFQs to qualified vendors, update the project management plan and communicate the issue with the project sponsor following the project communications plan.
- B. Undertake a make-or-buy decision analysis; communicate the issue with the project sponsor following the project communications plan.
- C. Call a stakeholder meeting following the project communications plan to urgently review the project schedule; update the project management plan.
- D. Communicate the issue with the project sponsor following the project communications plan, call a project team meeting to discuss alternatives and update the project management plan.

Correct Answer: A

QUESTION 31

In a Gantt chart, how are milestones displayed?

- A. An activity with zero day duration
- B. An activity with one day duration
- C. Activity-on-node with a finish-to-finish precedence
- D. End-to-end bar graph showing the time to complete a task

Correct Answer: A

QUESTION 32

When would a project manager have a closure meeting? (Select THREE).

- A. Stage completion
- B. Task completion
- C. Document completion
- D. Project cancellation
- E. Project completion
- F. Vendor cancellation

Correct Answer: ADE

QUESTION 33

Before a change request is presented to the change control board, which of the following should the project manager do?

- A. Suggest the board study the cost of the change.
- B. Evaluate the affect on all other parts of the project.
- C. Review the change request with the project sponsor.
- D. Request team member input on the value of the change.

Correct Answer: B

QUESTION 34

Which of the following should a project manager do for a team member who does not speak the same language?

- A. Hire a translator to assist the team member in communicating.
- B. Communicate with the team member using translation software.
- C. Send the team member to training on the desired language.
- D. Ask for a replacement team member that speaks the same language.

Correct Answer: A

QUESTION 35

A project manager is completing a project schedule network diagram using boxes to represent the project activities that are connected by lines to show their dependencies. Which of the following tools is the project manager using?

- A. AOA
- B. WBS
- C. ADM
- D. PDM

Correct Answer: D

QUESTION 36

A conflict has developed among two project team members. The project manager reiterates the areas of agreement and avoids the areas of disagreement. Which of the following BEST describes this conflict resolution technique?

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

Correct Answer: A

QUESTION 37

Which of the following directly utilize the WBS? (Select TWO).

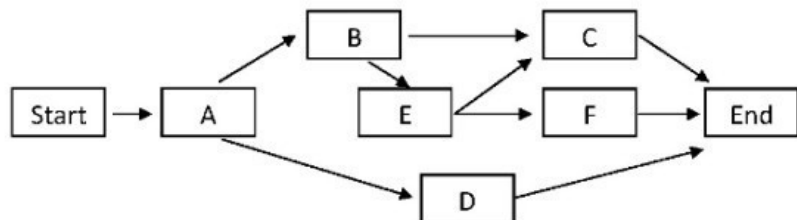
- A. Communication plan
- B. Monte Carlo technique
- C. Activity estimation
- D. Variance analysis
- E. Resource assignment

Correct Answer: CE

QUESTION 38

-- Exhibit --

Task	Length (Days)
A	7
B	4
C	5
D	12
E	2
F	4



-- Exhibit --

Click on the exhibit button. Which of the following is the critical path?

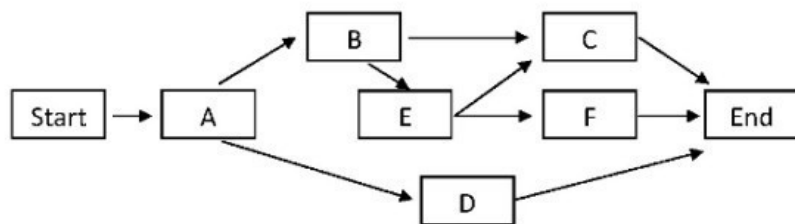
- A. Start-A-B-E-F-end
- B. Start-A-B-C-end
- C. Start-A-B-E-C-end
- D. Start-A-D-end

Correct Answer: D

QUESTION 39

-- Exhibit

Task	Length (Days)
A	7
B	4
C	5
D	12
E	2
F	4



-- Exhibit --

Click on the Exhibit button. Which of the following is the float of the path: start-A-D-end?

- A. Zero
- B. One
- C. Five
- D. Nineteen

Correct Answer: A

QUESTION 40

Which of the following is the BEST method to avoid staffing conflict between resource managers and project managers?

- A. Allow team members to enter the project as best fits their schedule.
- B. Ask the project sponsor for team member assignments.
- C. Claim the best department resources before the project starts.
- D. Formally request team members early.

Correct Answer: D

QUESTION 41

After a change control board meeting, which of the following actions should the project manager do NEXT?

- A. Notify the requester of the verdict.
- B. Review the impact of proposed change.
- C. Update the project scope statement.
- D. Document the specific change request.

Correct Answer: A

QUESTION 42

A statement of work (SOW) has been heavily revised by the stakeholders. Which of the following should be implemented to make it easier to determine how many times the document has been revised?

- A. Version control
- B. A document revision date
- C. Approval signatures from each stakeholder
- D. A change request

Correct Answer: A

QUESTION 43

Which of the following human resource outputs would a project manager use to determine a team member's skills?

- A. Role
- B. Accountability
- C. Competency
- D. Responsibility

Correct Answer: C

QUESTION 44

All of the following are characteristics of a project EXCEPT that it:

- A. is managed by consensus.
- B. is a temporary endeavor to create a unique product or service.
- C. is limited by human and financial resources.
- D. adheres to the triple constraint.

Correct Answer: A

QUESTION 45

Which of the following techniques can a project manager use to assist with quality planning? (Select THREE).

- A. Peer review
- B. Critical Chain Method (CCM)
- C. Inspection
- D. Performance Evaluation and Review Technique (PERT)
- E. Work Breakdown Structure (WBS)
- F. Benchmarking

Correct Answer: ACF

QUESTION 46

Reviewing the results of a control chart, the project manager finds the production samples had results inside both the upper control limit and the lower control limit. Which of the following is the BEST course of action for the project manager based on this information?

- A. The project manager should identify potential new production teams to obtain different results.
- B. The project manager should create a report to outline the results for client review and request a more generous range between limits.
- C. The project manager should stop production until the processes are reviewed in full for identification of flaws.
- D. The project manager should continue following the existing process, including the measuring of samples for tracking.

Correct Answer: D

QUESTION 47

A project manager has a project with staff in four different countries. When generating the resource management plan, which of the following should be considered FIRST?

- A. Reviewing holiday and vacation schedule with all team members.
- B. Getting the email address of all the employees.
- C. Locating each employee on the map in the office.
- D. Understanding the international country code of all the team members.

Correct Answer: A

QUESTION 48

An approved change request has delayed the project start date without modifying the completion date. The project sponsor has requested the project manager to pursue an option with the LOWEST initial cost. Which of the following methods should the project manager consider?

- A. Parametric estimating
- B. Rolling wave planning
- C. Crashing
- D. Fast tracking

Correct Answer: D

QUESTION 49

The project manager has constructed a graphical chart categorically representing the frequency of each data occurrence. This is an example of which of the following tools?

- A. Histogram
- B. Gantt chart
- C. Ishikawa diagram
- D. Control chart

Correct Answer: A

QUESTION 50

The project office has created change request templates that must be used on any corporate project. Which of the following BEST describes this action?

- A. Regulation
- B. Best practice
- C. Guideline
- D. Standard

Correct Answer: D

QUESTION 51

The project manager has received an approved change request. Which of the following actions should the project manager take NEXT?

- A. Schedule a meeting with the change advisory board to discuss the impact of the change
- B. Perform a probability and impact assessment on the approved change
- C. Hold a team meeting to ensure the change is immediately implemented
- D. Develop a plan to incorporate the change into the project

Correct Answer: D

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