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**Exam** : **PK0-005**

**Title** : **CompTIA Project+  
Certification Exam**

**Vendor** : **CompTIA**

**Version** : **DEMO**

**NO.1** While working with a contractor, the project manager identified a communication conflict. The contractor did not agree that there was an issue.

Which of the following should the project manager and contractor review?

- A. Scope of work
- B. Request for proposal
- C. Vendor rules of engagement
- D. Project schedule

**Answer:** C

Explanation:

The project manager and contractor should review the vendor rules of engagement, which are the guidelines and expectations for the communication and interaction between the project team and the contractor. The vendor rules of engagement can help to prevent or resolve communication conflicts by clarifying the roles and responsibilities, the frequency and mode of communication, the escalation process, the feedback mechanism, and the performance evaluation criteria of the contractor. The vendor rules of engagement are usually part of the contract or the procurement management plan.

The vendor rules of engagement are different from the scope of work, which is the document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the contractor. The vendor rules of engagement are also different from the request for proposal, which is the document that solicits proposals from potential contractors by specifying the project requirements, evaluation criteria, and contract terms. The vendor rules of engagement are also different from the project schedule, which is the tool that displays the planned start and finish dates, durations, dependencies, and resources of the project activities and tasks. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management<sup>2</sup>; Vendor Rules of Engagement<sup>3</sup>

**NO.2** A new project manager takes over a project midway through the schedule. Which of the following should the project manager do first before continuing the project?

- A. Access project artifacts.
- B. Arrange a brainstorming session.
- C. Conduct a kickoff meeting.
- D. Establish communication channels.

**Answer:** A

Explanation:

The first priority for a PM inheriting a project midstream is to access and review the existing project artifacts-the documented "source of truth" that shows what was approved, what has changed, current status, and remaining work. CompTIA Project+ emphasizes maintaining project documentation and artifacts, and it explicitly includes "Review existing artifacts" as a key activity as a PM gets oriented to the project context.

By reviewing artifacts (charter, scope baseline/WBS or backlog, schedule, budget, risk register, issue log, change control log, stakeholder list, communication plan, testing/quality plans, and current reports), the PM can quickly understand: current phase, constraints, commitments, open risks/issues, and what decisions have already been made. That enables accurate next actions and prevents contradictory communication or rework.

A brainstorming session (B) is not the best "first" step without understanding current constraints and decisions. A kickoff meeting (C) is typically for initiation; mid-project, the PM may run a transition meeting later, but only after reviewing the facts. Establishing communication channels (D) is important, but you can't communicate effectively until you know the baseline status and existing governance approach-information found in the artifacts.

**NO.3** The project manager sends individual messages to team members about what must be accomplished.

However, the team communicates confusion about the tasks assigned. Which of the following communication methods would be best to use?

- A. Informal internal
- B. Asynchronous verbal
- C. Synchronous external
- D. Formal written

**Answer:** D

Explanation:

When the team is confused about what must be accomplished, the best method is formal written communication so expectations are clear, consistent, and unambiguous, and there is a single reference point everyone can review. Formal written communication (e.g., documented assignments, acceptance criteria, task descriptions, action items with owners and due dates) reduces interpretation differences that often happen in scattered individual messages. CompTIA Project+ covers communication methods and emphasizes selecting the right channel based on complexity and the need for clarity, traceability, and shared understanding. () Informal internal messages can be fast, but they are more likely to create inconsistent interpretation, especially if people receive different versions or lack context. Asynchronous verbal methods (like voicemail) are harder to reference and can increase misunderstanding. "Synchronous external" is the wrong audience and doesn't solve internal task clarity.

A practical implementation is: publish tasks in the team's system of record (ticketing tool/task board), write clear "definition of done" and acceptance criteria, capture decisions and action items in meeting notes, and ensure each task has a single owner. That approach aligns with Project+ expectations for structured communication, documentation, and accountability. ()

**NO.4** A project sponsor tells the project manager that new regulatory environment changes are coming in the next month. Which of the following should the project manager do next?

- A. Register the issue in the issue log.
- B. Provide the change to the CCB.
- C. Implement a work-around.
- D. Add risk into the risk register.

**Answer:** D

Explanation:

Because the regulatory change is anticipated ("coming in the next month") and has not yet impacted the project, it should be treated as a risk (a potential future event) rather than an issue (a current problem). The correct next step is to add the risk to the risk register so it can be assessed for probability/impact, assigned an owner, and have response actions planned (avoid/mitigate/transfer/accept and contingency plans). This aligns with CompTIA Project+ risk

management expectations: using the risk register to capture and manage upcoming threats that could affect scope, schedule, cost, or compliance obligations.

The other options don't fit "next." An issue log is for something that is already occurring and needs resolution now. A CCB is used when a specific change request is ready to be evaluated/approved, but at this point the PM needs to first understand the regulatory impact and options (which begins with risk capture and analysis).

A work-around is a temporary fix for an active problem, which does not apply to an upcoming regulatory change. The PM should document the risk, analyze impact, and then-if needed-raise change requests once requirements and compliance impacts are clear.

**NO.5** An organization was fined due to an audit finding that revealed a third-party vendor was able to see secured project information in a recently implemented system. Which of the following was the cause of this situation?

- A. The ticket system provided access by default without any approval.
- B. The project manager did not perform proper project planning.
- C. The system is lacking proper access controls.
- D. Sensitive data was incorrectly classified during the audit process.

**Answer:** C

Explanation:

The system is lacking proper access controls if a third-party vendor was able to see secured project information in a recently implemented system that resulted in a fine for the organization. Access controls are security mechanisms that regulate who or what can view, use, or modify data or resources in a system or network. Access controls typically involve authentication and authorization processes that verify the identity and permissions of users or devices before granting them access. Access controls can help to protect data confidentiality, integrity, and availability and prevent unauthorized access, misuse, or theft<sup>12</sup>

**NO.6** Which of the following concepts represents multiple resources interfaced to run reports?

- A. Code repository
- B. Data warehouse
- C. Storage server
- D. File-sharing system

**Answer:** B

**NO.7** A project team is working on a document to precisely describe the success criteria that should be fulfilled by a product. Which of the following documents is the team preparing?

- A. Project scope
- B. Quality plan
- C. Contract obligations
- D. Work breakdown structure

**Answer:** A

Explanation:

The project scope is the document that defines and describes the project objectives, deliverables, requirements, boundaries, assumptions, and constraints. It also includes the success criteria that should be fulfilled by the product or service to meet the stakeholder expectations and the business

case. The success criteria are the measurable standards that indicate whether the project has achieved its intended results. The other options are not correct because:

A quality plan is the document that defines and describes the quality standards, policies, procedures, tools, and techniques that will be applied to the project to ensure that the deliverables meet the requirements and the success criteria.

Contract obligations are the terms and conditions that bind the parties involved in a contractual agreement, such as the project manager, the customer, the sponsor, and the vendor. Contract obligations specify the roles, responsibilities, deliverables, payments, and penalties of each party.

A work breakdown structure (WBS) is a graphical representation of the project scope that breaks down the deliverables into smaller and manageable components. A WBS shows the hierarchy and relationship of the project elements, but does not include the success criteria. References = CompTIA Project+ Study Guide:

Exam PK0-005, 3rd Edition, Chapter 6: Planning Projects, Part 2 (Scope, Quality, and Risk), pages 175-

179; CompTIA Project+ Certification Exam Objectives, Domain 2: Project Planning, Objective 2.1:

Given a scenario, create a project charter and project management plan.

**NO.8** Which of the following describes three-tier architecture?

- A. Conceptual, design, and implementation stages
- B. Presentation, application, and data processing
- C. Network, software, and security
- D. Development, testing, and production environment

**Answer:** B

Explanation:

Presentation, application, and data processing. Presentation, application, and data processing are the three logical and physical computing tiers that make up a three-tier architecture. A three-tier architecture is a type of software architecture that separates an application into three layers or tiers that run on different servers or machines. Each tier performs a specific function or role and communicates with other tiers through well-defined interfaces. The presentation tier is the user interface and communication layer of the application, where the end user interacts with the application. The application tier is the logic or middle tier of the application, where data is processed using business rules. The data processing tier is the data or back-end tier of the application, where data is stored and managed<sup>12</sup>

**NO.9** Which of the following tools is best to use when conducting project meetings across time zones?

- A. Text
- B. Calendaring tools
- C. Videoconference
- D. Email

**Answer:** C

Explanation:

Videoconference is the best tool to use when conducting project meetings across time zones, as it allows real-time communication, visual cues, screen sharing, and collaboration among the participants. Videoconference can also help build rapport and trust among the team members, and reduce the risk of misunderstandings or miscommunication. Videoconference tools such as Zoom,

Skype, or Google Meet can also accommodate different time zones by showing the local time of each participant and allowing them to schedule meetings in advance<sup>12</sup>.

**NO.10** A project team gathers weekly to review its progress. Which of the following is the project manager MOST likely to have prepared to ensure team members who are absent remain informed about assignments?

- A. Status report
- B. Project plan
- C. Change log
- D. Meeting minutes

**Answer:** D

Explanation:

Meeting minutes should be prepared to ensure team members who are absent remain informed about assignments. Meeting minutes document what was discussed, decisions made, and assignments given during a meeting, providing a record of the team's progress and ensuring absent members are up-to-date. References:

CompTIA Project+ Study Guide Section 4.2.2

The project manager should prepare meeting minutes to ensure team members who are absent remain informed about assignments. Meeting minutes are a written record of what was discussed and decided in a meeting. They usually include information such as attendees, agenda items, action items, decisions made, issues raised, and deadlines assigned. Meeting minutes can help to communicate important information to team members who could not attend the meeting and provide a reference for future follow-up.

**NO.11** A project manager is conducting an evaluation of a product to determine whether it is meeting the requirements. The manager needs to compare the current status of the product with its optimal future status and determine what, if anything, needs to be done to improve it. Which of the following types of evaluations would be best for the manager to use?

- A. Gap analysis
- B. External status report
- C. Cost-benefit analysis
- D. Project closeout report

**Answer:** A

Explanation:

A Gap Analysis is a method used to compare the current performance or state of a product with its desired future state. It helps identify the "gaps" between the two states and determine necessary actions to bridge those gaps.

Per the CompTIA Project+ PK0-005 exam objectives, under Domain 2.5: Explain the importance of activities performed during the closing phase, conducting evaluations like gap analyses is vital for assessing project outcomes and planning improvements.

**NO.12** A web designer is currently verifying that the website data is compliant. Which of the following data types will be protected after confirming that the controls are in place?

- A. Credit cards
- B. Mission statements

C. Site certificates

D. Trademarks

**Answer:** A

Explanation:

The data type most directly associated with compliance controls for websites is credit card (payment card) data. Payment card information is regulated by strict industry security requirements (commonly aligned with PCI DSS) and is a prime example of sensitive data that must be protected through confidentiality, access controls, encryption, logging, and secure handling procedures. PCI DSS is specifically focused on securing payment card data.

CompTIA Project+ includes compliance and privacy considerations and information security concepts that impact projects, including data confidentiality and data security, as well as awareness of applicable privacy regulations and organizational compliance concerns. When a designer confirms "controls are in place," the primary intent is that regulated/sensitive data is protected by those controls.

The distractors are less fitting: mission statements are public-facing strategic content; trademarks relate to intellectual property/branding; and site certificates are security assets used to enable encrypted communication, but they are not the same as the customer data type being protected for compliance. The question is asking which data type would be protected by compliance controls-credit card data is the clearest, most regulated choice.

**NO.13** Which of the following best describes the results?

A. No correlation exists between the extra hours worked and the number of defects in the code.

B. A positive correlation exists between the extra hours worked and the number of defects in the code.

C. A non-linear correlation exists between the extra hours worked and the number of defects in the code.

D. A negative correlation exists between the extra hours worked and the number of defects in the code.

**Answer:** B

Explanation:

The results are best described as a positive correlation: as extra hours worked increase, the number of defects also increases. A positive correlation means the variables move in the same direction (higher X is associated with higher Y). This is consistent with the common quality-management interpretation that sustained overtime can correlate with higher error rates due to fatigue, reduced review quality, and rushed work-an important insight for a PM balancing schedule pressure with quality outcomes.

Within Project+ quality and performance monitoring concepts, interpreting basic analytical outputs (such as charts/diagrams that show relationships) supports better decisions about staffing approaches, sustainable pacing, and corrective actions (e.g., limiting overtime, increasing peer review, adding automated tests, or re-planning). The distractors represent other possible patterns: "no correlation" would show scattered results without a trend; "negative correlation" would show defects decreasing as hours rise (unlikely for overtime /fatigue scenarios); and "non-linear" would require evidence of a curved pattern rather than a straight trend.

Based on the stated results interpretation for this scenario, the correct description is positive

correlation.

**NO.14** Which of the following would be MOST beneficial to do before a call to ensure all meeting items are addressed and the correct participants attend?

- A. Assign action items to attendees.
- B. Distribute an agenda.
- C. Email the minutes from the previous meeting.
- D. Schedule a convenient time.

**Answer:** B

Explanation:

The project manager should distribute an agenda before a call to ensure all meeting items are addressed and the correct participants attend. An agenda is a document that outlines the purpose, topics, and objectives of a meeting. It also includes information such as date, time, duration, location, attendees, and roles. Distributing an agenda can help to prepare the participants for the meeting, set clear expectations, and facilitate a productive and focused discussion<sup>12</sup>

**NO.15** A project manager wants to be confident that the most crucial functions of a new software build work and that the software is ready for the next testing phase. Which of the following types of testing should be done?

- A. Performance
- B. Smoke
- C. Regression
- D. Unit

**Answer:** B

Explanation:

Smoke testing is the best fit because it is a quick, high-level validation that a new build's most critical functions work and the build is stable enough to proceed to deeper testing. The scenario specifically says

"ready for the next testing phase," which is exactly the gate smoke testing supports: confirm the build is not

"broken" and that core paths execute without major failures. CompTIA Project+ includes smoke testing as one of the testing cycles/methods candidates should recognize in project quality activities. () The other options are not the best match. Unit testing is low-level testing of individual components (often done by developers) and doesn't validate that the integrated build's critical workflows function end-to-end.

Regression testing is broader and verifies existing features weren't broken by changes; it typically takes more time and is usually run after the build passes smoke checks. Performance testing evaluates responsiveness, throughput, and resource usage-important, but not the initial readiness check for a new build entering the next test stage.

So, to quickly confirm essential functionality and determine readiness to proceed, the PM should ensure a smoke test is performed.

**NO.16** Which of the following BEST illustrates how team members with different roles should interact on the team?

- A. SOW

- B. WBS
- C. RACI
- D. PERT

**Answer:** C

Explanation:

RACI is a tool that best illustrates how team members with different roles should interact on the team. RACI is an acronym that stands for responsible, accountable, consulted, and informed. RACI is a type of responsibility assignment matrix (RAM) that defines and clarifies the roles and responsibilities of each team member for each task or activity in a project. RACI can help to improve communication, collaboration, and accountability among team members and avoid confusion, duplication, or conflicts<sup>3</sup>

**NO.17** Which of the following tools should a project manager use to assess the activities performed, work effort applied, and the productivity of a project?

- A. Project status report
- B. Project evaluation review
- C. Project management software
- D. Requirements traceability matrix

**Answer:** B

Explanation:

A project evaluation review is a tool that helps a project manager assess the activities performed, work effort applied, and the productivity of a project. It involves collecting and analyzing data on the project's performance, outcomes, and impacts. It also provides feedback and recommendations for improvement and learning. A project evaluation review can be done at different stages of the project life cycle, such as during or after completion. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 14: Project Evaluation and Assessment; CompTIA Project+ Certification Exam Objectives, Domain 4: Project Closure, Objective 4.1: Conduct project closure activities.

**NO.18** Participant attendance has been poor at the last few weekly meetings. The project manager wants to validate who the participants should be, how often the meetings should occur, and on which day and at what time the meeting should be held. Which of the following is the best place to validate this information?

- A. Project communication plan
- B. Project management plan
- C. Project business case
- D. Project schedule

**Answer:** A

Explanation:

The communication plan defines the meeting cadence, frequency, participants, formats, and methods of communication. If participation is low, the project manager refers to this plan for validation and adjustment.

This is part of governance and compliance to ensure the right stakeholders are engaged appropriately.

Reference: CompTIA Project+ PK0-005 Study Guide - Communications Management

**NO.19** Although a project was successfully released into production a month ago, a project manager continues to receive project-related work. Which of the following is the reason for this issue?

- A. The project manager did not release the resources.
- B. The project is in the verification testing phase.
- C. The project manager did not complete the project closure phase.
- D. The project manager did not remove access.

**Answer:** C

Explanation:

If a project manager continues to receive project-related work after the project has been released into production, it suggests that the project closure phase was not completed properly. The project closure phase involves several activities, including ensuring that all project deliverables are accepted, documenting the lessons learned, releasing project resources, and formally closing the project. If these activities are not completed, the project can remain 'open' in a sense, leading to continued work and inquiries.

References = The answer is based on standard project management practices and the importance of the project closure phase as described in project management literature. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources. Specific references to the closure phase can be found in the CompTIA Project+ PK0-005 Cert Guide<sup>1</sup> and the CompTIA Project+ Certification Exam Objectives<sup>2</sup>.

**NO.20** Which of the following demonstrates awareness of regulations and standards when conducting a project?

- A. Establishing a measurement system for the team members' performance
- B. Controlling project costs to fall within the company-approved variance
- C. Reviewing advertising trends in the market before launching a new product
- D. Submitting architectural plans for approval before commencing construction

**Answer:** D

**NO.21** A project manager is assigned to a project that has contracted with vendors. Which of the following actions should the project manager most frequently take? (Select two).

- A. Update the issue log
- B. Create a project charter
- C. Validate the status report
- D. Monitor performance
- E. Approve deliverables
- F. Baseline the project schedule

**Answer:** C D

Explanation:

When managing vendor contracts, the PM must validate vendor status reports to confirm progress and monitor vendor performance against agreed service levels. Approving deliverables occurs less frequently, and creating charters/baselining schedules are initiation tasks, not recurring vendor management tasks.

Reference: CompTIA Project+ PK0-005 - Procurement & Vendor Management; CompTIA Cloud+ CV0-004 Governance, Risk & Compliance domain.

**NO.22** A fix that was not submitted to the CCB for approval was applied to an application. Although the change did not have negative consequences, the sponsors expressed concern to the project manager. Which of the following should the project manager do first to prevent this situation from reoccurring?

- A. Meet with the team and highlight the importance of change management.
- B. Roll back the process and submit a change request.
- C. Document the event as a lesson learned.
- D. Remove the team member who bypassed the CCB process.

**Answer:** A

Explanation:

Meeting with the team to emphasize the importance of following change management procedures is the best approach to prevent future unauthorized changes. CompTIA Project+ highlights the importance of adhering to formal change control processes to ensure project alignment and accountability.

**NO.23** A project manager is using an agile methodology to lead the implementation of several features that should be developed concurrently. Which of the following items should the project manager view as a concern?

- A. Each feature will have a different owner.
- B. The majority of the team can only meet on a weekly basis.
- C. The stakeholders have provided a specific deadline to meet.
- D. Each feature has a specific budget allocation.

**Answer:** C

Explanation:

Agile methodologies emphasize flexibility and iterative progress, so strict deadlines can be a concern. They may limit the team's ability to adapt and respond to change, as emphasized by CompTIA Project+ in agile project management principles.

**NO.24** Which of the following activities would force a team to remove a new package and leave the previous one during a smoke test?

- A. Rollback plan
- B. Downtime stage
- C. Maintenance window
- D. Validation checks

**Answer:** A

Explanation:

A rollback plan is used when an issue is identified during testing or implementation. It allows the team to revert to the previous state, removing the new package. This aligns with CompTIA Project+ guidance on implementing fallback strategies for risk management.

**NO.25** A project manager buys an extended warranty for a set of servers. Which of the following risk management strategies is the manager using?

- A. Transfer

- B. Avoid
- C. Accept
- D. Mitigate

**Answer:** A

Explanation:

Transfer is a risk management strategy that involves shifting the responsibility or impact of a risk to a third party, such as an insurance company, a vendor, or a contractor<sup>1</sup>. By buying an extended warranty for a set of servers, the project manager is transferring the risk of server failure or malfunction to the warranty provider, who will cover the cost of repair or replacement in case of a risk event. This way, the project manager reduces the exposure and liability of the project to the risk, while still retaining some level of accountability and oversight<sup>2</sup>. References = CompTIA Project+ PK0-005 Certification Study Guide, Chapter 8: Planning Projects Part 4, page 245; 4 Risk Management Strategies for Successful Project Execution, Risk transferring section; How to Manage Project Risk: A 5-Step Guide, Risk treatment section.

**NO.26** The sales department accidentally has access to all project files, including employee personal information.

Which of the following security concepts is this violating?

- A. Need-to-know
- B. Intellectual property
- C. Multifactor authentication
- D. Facility access

**Answer:** A

Explanation:

This violates the need-to-know principle because employees in the sales department should only have access to information required to perform their job responsibilities. Granting broad access to project files-especially files containing employee personal information-is an access control failure: permissions are too open and not aligned to role-based necessity. CompTIA Project+ emphasizes compliance and information security considerations that affect projects, including the expectation that sensitive information is protected through appropriate controls and access restrictions.

"Intellectual property" (B) concerns ownership and protection of creations (designs, trademarks, code, patents), not role-based access to personal data. "Multifactor authentication" (C) is an authentication mechanism that strengthens login security, but the scenario is about authorization/permissions (who is allowed to access what) rather than proving identity. "Facility access" (D) relates to physical security of locations, not digital file permissions.

In practice, the PM would coordinate with security/IT to correct access groups, implement least-privilege and role-based access control, and ensure sensitive data (like employee PII) is stored and shared with stricter controls-consistent with Project+ governance expectations around handling sensitive information appropriately.

**NO.27** A developer recommends modifying an existing portion of code that is not part of the scope and is causing low performance on the current solution. Which of the following actions should the project manager most likely take?

- A. Ask a developer to create a change request.
- B. Do nothing because recommendation is scope creep.

- C. Ask a developer to implement the recommendation.
- D. Communicate the change status.

**Answer:** A

Explanation:

The project manager should ask the developer to create a change request, which is a formal document that describes the proposed change, its benefits, costs, risks, and impacts on the project scope, schedule, budget, and quality. A change request is the first step in the change control process, which involves evaluating, approving, or rejecting changes to the project baselines. The project manager should not do nothing, because ignoring the recommendation could result in poor performance and customer dissatisfaction. The project manager should not ask the developer to implement the recommendation without following the change control process, because that could cause scope creep, which is the uncontrolled expansion of the project scope without proper authorization or adjustment of the project resources and objectives. The project manager should not communicate the change status before the change request is submitted and approved, because that could create confusion and false expectations among the project stakeholders. References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management<sup>2</sup>; What is a Change Request and How to Manage It<sup>3</sup>

**NO.28** A project team wants to compare two potential vendors' costs and risks for completing project tasks. Which of the following visualizations will best facilitate this analysis?

- A. Scatter diagram
- B. Decision tree
- C. Pareto chart
- D. Histogram

**Answer:** B

Explanation:

A decision tree helps in evaluating various choices and their potential outcomes, making it suitable for comparing vendors based on costs and risks. This aligns with CompTIA Project+ methodologies for decision-making tools and analysis.

**NO.29** Which of the following can help identify opportunities for future improvement following the successful closure of a project?

- A. Contract review
- B. Archived documents
- C. Postmortem
- D. Project rewards

**Answer:** C

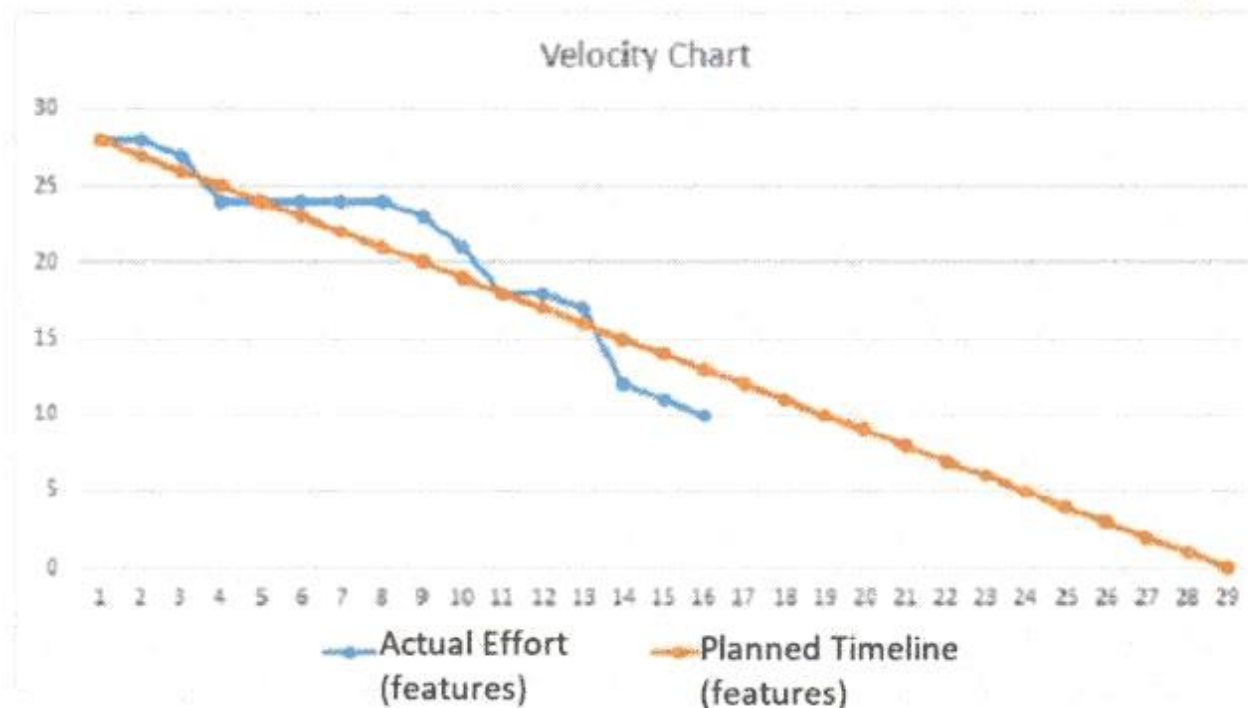
Explanation:

A postmortem (often synonymous with a structured "lessons learned"/retrospective at the end of a project) is specifically intended to identify what worked, what didn't, and what to improve next time. It creates actionable improvements for future projects-process changes, tooling updates, training needs, better estimation approaches, risk triggers, and governance refinements. CompTIA Project+ closing-phase expectations include evaluating the project and collecting feedback, which is the exact purpose of a postmortem-style activity.

A contract review is valuable for procurement performance and compliance, but it's narrower than overall delivery improvement. Archived documents are essential for auditability and reference, but archiving is primarily record retention; it doesn't inherently analyze improvement opportunities unless paired with a review session. Project rewards support morale and recognition (also called out as part of closure activities), but they don't generate systematic improvement insights.

A strong postmortem typically produces: a short list of top improvement themes, owners, due dates, and where to embed changes (templates, playbooks, onboarding, QA practices). That turns closure learning into measurable organizational improvement-exactly what the question is asking for.

**NO.30** Which of the following can a project manager infer from the following velocity chart?



- A. The project is on schedule.
- B. The project is ahead of schedule.
- C. The project is behind schedule.
- D. The project is at risk.

**Answer:** C

Explanation:

The velocity chart typically shows the amount of work completed over time. If the "Actual Effort" line is below the "Planned Timeline," it indicates that the project is not progressing as fast as planned, hence it is behind schedule. This is inferred by comparing the actual work completed against what was scheduled.

References = The answer is based on standard project management practices and the typical interpretation of velocity charts in project management. For detailed information, please refer to the CompTIA Project+ Study Guide and other official CompTIA resources.

**NO.31** After a weekly status meeting, a project manager needs to prepare and distribute a document with a summary of all the topics discussed, agreements, and next steps. Which of the following documents should the project manager prepare?

- A. Minutes
- B. Project presentation
- C. Memorandum
- D. Issue log

**Answer:** A

Explanation:

The correct document is meeting minutes. Minutes capture what was discussed, key decisions/agreements made, action items/next steps (often with owners and due dates), and any follow-up items. CompTIA Project+ includes meeting management practices and emphasizes documenting outcomes and action items so the team has a shared, traceable record-especially important in recurring status meetings where decisions and commitments accumulate over time. () A project presentation is typically used to brief stakeholders visually and isn't the standard artifact for recording agreements and action items from a weekly meeting. A memorandum can communicate information formally, but it is not the specific document type for "summary of topics discussed, agreements, and next steps" in a meeting context. An issue log is for tracking issues (problems that have occurred), not for documenting the full meeting discussion and decisions. Well-written minutes reduce confusion, align stakeholders, and create accountability. They also support change control and escalation because they document what was agreed and when. Therefore, for a weekly status meeting summary including agreements and next steps, the PM should prepare and distribute minutes. ()

**NO.32** During the project execution, the sponsor would like to have a visual representation indicating the progress of the project The project is being managed using agile methodologies Which of the following tools would best help the sponsor with the request?

- A. Milestone chart
- B. Velocity chart
- C. Task board
- D. Burndown chart

**Answer:** D

**NO.33** A team member is not completing deliverables on time or responding to emails while the project manager is on vacation. Which of the following actions should the technical lead take?

- A. Inform all stakeholders.
- B. Update the issue register.
- C. Follow the escalation path.
- D. Initiate a change request.

**Answer:** C

Explanation:

The technical lead should follow the escalation path. The issue described is a performance/response problem that is impacting delivery while the PM is unavailable. CompTIA Project+ emphasizes having and using an escalation path as part of issue management and governance, ensuring problems are raised to the correct authority quickly (e.g., acting PM, functional manager, HR/people manager, or sponsor depending on severity and policy). Escalation is appropriate because the team needs timely intervention to restore progress and accountability.

Updating the issue register (B) is a useful documentation step, but it does not by itself resolve the problem; escalation drives action. Informing all stakeholders (A) is usually excessive and can create noise or reputational harm; stakeholder communication should be controlled and targeted, typically after escalation determines impacts and a recovery approach. Initiating a change request (D) is inappropriate because the core problem is not a requested change to scope or requirements; it is a delivery/behavior issue requiring management intervention.

A good escalation approach is: document facts (missed deliverables, non-responsiveness), attempt direct contact, then escalate per policy to the designated backup PM or functional manager for corrective action (reassign work, coaching, or formal performance steps).

**NO.34** Which of the following is a consideration when determining a project's ESG factors?

- A. Project management methodology
- B. IT infrastructure security
- C. Proper accounting practices
- D. Corporate values compliance

**Answer:** D

Explanation:

Corporate values compliance is a consideration when determining a project's ESG factors, because it reflects how a project aligns with the ethical standards and social responsibility of the organization. Corporate values compliance can help to enhance the reputation, trust, and loyalty of the organization among its stakeholders, as well as to avoid legal or regulatory issues that may arise from violating the values. Corporate values compliance can also influence the project scope, objectives, deliverables, and stakeholders, as well as the project management methodology, processes, and practices.

The other options are not directly related to ESG factors. Project management methodology is the approach or framework that guides how a project is planned, executed, monitored, and controlled. IT infrastructure security is the protection of the hardware, software, network, and data components of a project from unauthorized access, use, modification, or destruction. Proper accounting practices are the rules and standards that govern how financial transactions and statements are recorded, reported, and audited for a project.

References = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management<sup>1</sup>; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management<sup>2</sup>; What Is Environmental, Social, and Governance (ESG) Investing

**NO.35** The PMO wants to streamline the routing and approval of project activities to provide up-to-date visibility of the status. Which of the following collaboration tools would be most appropriate to use?

- A. Real-time, multi-authoring tool
- B. Wiki knowledge base and search engine
- C. Workflow and e-signature platform
- D. File-sharing platform and storage system

**Answer:** C

Explanation:

To streamline routing and approval of project activities and provide up-to-date status visibility, the best fit is a workflow and e-signature platform. These tools are designed to automate approval flows

(who approves what, in what order, with deadlines), capture formal approvals digitally, and provide real-time tracking dashboards showing where each item is in the process (submitted # under review # approved/rejected # completed). That directly matches the PMO's goals: reduce manual chasing, standardize governance, and increase transparency.

A real-time multi-authoring tool (A) helps co-edit content but does not inherently manage formal routing

/approvals. A wiki knowledge base (B) supports storing and searching information but is not an approval engine. A file-sharing/storage platform (D) centralizes documents and can help reduce version confusion, but it typically does not provide structured approval workflows and audit-ready sign-off.

From a Project+ governance and documentation-control perspective, workflow/e-signature platforms strengthen traceability and auditability (who approved, when, with what version), while also accelerating cycle times for decisions. This improves execution efficiency and helps leadership see bottlenecks and status at a glance-exactly what a PMO seeks when standardizing and streamlining project administration.