Vendor: CompTIA

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QUESTION 1
A project manager needs to assign team members to begin project work. Which of the following items must the project manager have before assignments can be made? (Select TWO).

A. Quality Management Plan
B. Resource Availability
C. Work Breakdown Structure (WBS)
D. Feasibility Analysis
E. Risk Management Plan

Answer: BC

QUESTION 2
Which of the following is the FINAL step in pre-project setup?

A. Complete the work breakdown structure (WBS).
B. Sign the approval document.
C. Create the needed stakeholder forms.
D. Validate the project.

Answer: B

QUESTION 3
The project charter details which of the following?

A. The transition plan
B. Scope boundaries
C. Key project deliverables
D. Communication plan

Answer: C

QUESTION 4
There are three teams assigned to the same project. Two of the project teams are ahead of schedule; however, the product does not meet the needed quality standards. The third project team is behind schedule, but their product meets the quality standards. Which of the following should be the NEXT step for the project manager?

A. Inform the stakeholders that the project is behind schedule.
B. Meet with the teams to clarify the schedule and the quality standards expected.
C. Crash the schedule to meet the project timeline.
D. Fast track the schedule to complete the project on time without impacting the quality of the product.

Answer: B

QUESTION 5
A project manager has to complete an asset inventory project for a large corporation. Several departments have refused to allow access to the equipment to complete the project. The project manager should update which of the following?

A. Change control form
B. Risk register
C. Work Breakdown Structure (WBS)
D. Issues log

Answer: D

QUESTION 6
A project team is deciding on whether to "make or buy". As part of the decision-making process, the team decides to request a product update from key product suppliers. Which of the following should be used to facilitate this?

A. RFQ
B. RFI
C. RFP
D. Vendor selection

Answer: B

QUESTION 7
Which of the following is typically the LAST step when acquiring a product or service from a vendor?

A. Vendor selection
B. Evaluate seller response
C. Contract development
D. Contract signing

Answer: D

QUESTION 8
A project is nearing completion. Which of the following tasks is required to ensure continuity after the project closes?

A. Transition ownership to operational team
B. Extended support delivered by project members
C. Ensure the operation team provides warranty prior to handover
D. Periodic training of project team resources

Answer: A

QUESTION 9
Two project resources have been involved in several heated arguments based on approaches to meet project requirements. The first resource is convinced that the requirement is invalid, whereas the second resource believes that the requirement is valid but should be solved a certain way. As a project manager, which of the following is a suitable conflict resolution approach to attempt to remedy the situation?

A. Attempt `smoothing' and `negotiation' techniques
B. Threaten to report both employees to HR due to bullying
C. Make an executive decision as the project manager
D. Escalate the matter to the project sponsor

Answer: A

QUESTION 10
Within a corporation, project managers are assigned people based on defined roles and responsibilities. Project resources are temporarily provided to the project but still report the functional managers as well as the project manager. Which of the following styles of management is this also known as?

A. Projectized management
B. Matrix management
C. Functional management
D. SCRUM / agile

Answer: B

QUESTION 11
The project manager is trying to determine what to present at a project kick-off meeting. Should a high-level project schedule be included?

A. It depends. Some stakeholders are not technical enough to understand them.
B. No. The project is likely to still be in the initiation phase which is too early for a project schedule.
C. Yes. Project schedules are required to ensure that stakeholders are bound to the scope.
D. Yes. High level project schedules are typically presented at a kick-off meeting.

Answer: D

QUESTION 12
Senior executives within a company have noticed an increasing number of projects failing to deliver to requirements. Which of the following project governance methods will help to meet this need?

A. Phase gate approval
B. Project phase transition
C. ISO standards compliance
D. Audit trail

Answer: A

QUESTION 13
A key supplier has informed the project manager that there will be a two month delay to fulfill an order. Which component of the project plan is affected and which of the following actions should be taken?

A. Evaluate the project schedule and raise a project issue.

B. Manage project quality and schedule a meeting.
C. Implement approved changes by utilizing a change management form.
D. Manage scope and consider a project change request.

Answer: A

QUESTION 14
A specific deliverable is needed in order to meet a project requirement. Another project has already constructed this deliverable and there is a strategic push for re-usable, leveraged components to be utilized. Which of the following actions should the project manager take?

A. Ignore the other project so as not to introduce inter-dependencies between projects as this could adversely affect the project schedule.
B. Identify project dependency as a threat, update risk register and inform stakeholders so that a decision can be made.
C. Plan to leverage the other project's deliverables, make a direct project cost savings and meet organizational strategic goals.
D. Escalate the issue to the project sponsor so that a project decision can be made so that the project has clear direction going forward.

Answer: C

QUESTION 15
Due to unforeseen schedule blowouts, the project manager is forced to compress the next set of activities in order to avoid affecting the project delivery date. Which of the following techniques can be used to help achieve this? (Select TWO).

A. Fast tracking
B. Crashing
C. Delaying
D. Quality control
E. Scope reduction

Answer: AB

QUESTION 16
Which of the following tasks is essential to update a critical production component prior to project delivery?

A. Perform post-change testing
B. Release project costs
C. Receive vendor sign-off
D. Initiate change control process

Answer: D

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