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Question 1

A developer focused on a single story during an entire sprint. The story was underestimated and, therefore, was not completed. Which of the following steps should the Scrum team take next?

Options:

A- Assign more resources to complete similar stories in the future.

B- Break the stories into workable items that can be completed within one sprint.

C- Extend the sprint duration when required with the approval of the product owner.

D- Release the current progress into production and carry over the rest of the code for the next sprint.

Answer:

B

Explanation:

The Scrum team should break the stories into workable items that can be completed within one sprint, which is a time-boxed period of 7 to 30 days, during which the team delivers a potentially releasable product increment. Breaking the stories into smaller and more manageable items can help the team to estimate them more accurately, plan them more effectively, and deliver them more reliably. Breaking the stories also aligns with the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software.

The other options are not the best steps for the Scrum team to take next. Assigning more resources to complete similar stories in the future may not solve the problem of underestimation, and may introduce additional complexity and communication overhead. Extending the sprint duration when required with the approval of the product owner may compromise the consistency and predictability of the Scrum process, and may delay the feedback and validation from the stakeholders. Releasing the current progress into production and carrying over the rest of the code for the next sprint may result in an incomplete or unstable product increment, and may violate the definition of done, which is a shared understanding of the quality criteria that the product increment must meet. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management2; The 3 Scrum Roles and Responsibilities Explained3; Implementation of Scrum - 7 Steps for an Effective Process4

Question 2

Question Type: **MultipleChoice**

Which of the following PRINCE2 processes includes creating the project plan?

Options:

A- Starting up a project

B- Initiating a project

C- Managing product delivery

D- Directing a project

Answer:

B

Explanation:

According to PRINCE2, a project management methodology, the process of initiating a project includes creating the project plan, which is a high-level plan that covers the whole project scope, schedule, budget, quality, and risks. The project plan is based on the project brief, the business case, and the product descriptions. The project plan is used to obtain the authorization from the project board to initiate and execute the project. The project plan is also refined and updated throughout the project life cycle as more information becomes available.

The other processes are not directly involved in creating the project plan. Starting up a project is a pre-project process that ensures the project is viable and worthwhile, and produces the project brief and the initiation stage plan. Managing product delivery is a process that coordinates the delivery of products from the team managers to the project manager, and ensures that the work conforms to the quality criteria and the project plan. Directing a project is a process that enables the project board to oversee and control the project, and make key decisions and approvals. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 5: Project Scope

Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 5: Project Scope Management2; PRINCE2 Processes - 7 Processes Of PRINCE2 Explained3; Initiating a Project Process -- This process is the procedure which defines the product quality, Project Product, project timeline, costs, the commitment of resources, risk analysis, and assembles the Project Initiation Documentation (PID)4

Question 3

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?

Options:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 12: Procurement Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 12: Procurement Management2; Vendor Rules of Engagement3

Question 4

Question Type: **MultipleChoice**

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?

Options:

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. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management2; What is a Change Request and How to Manage It3

Question 5

A project is moving into the user acceptance testing phase. Several resources will be needed to execute different steps in the testing plan. Which of the following would be the best tool to allow the resources to remain at their desks and only react when needed?

Options:

A- Ticketing system

B- Videoconference

C- Simple messaging system

D- Corporate social media

Answer:

A

Explanation:

A ticketing system is a tool that allows the project manager to assign, track, and manage tasks for the testing phase. A ticketing system can help the resources to remain at their desks and only react when needed, because they can receive notifications, updates, and feedback on their tickets through email or other channels. A ticketing system can also help the project manager to monitor the progress, quality, and issues of the testing phase, and to generate reports and metrics. A ticketing system is different from a videoconference, which is a tool that allows the project team to communicate and collaborate in real time through audio and video. A videoconference is not suitable for allowing the resources to remain at their desks and only react when needed, because it requires their active participation and attention. A ticketing system is also different from a simple messaging system, which is a tool that allows the project team to exchange text messages and files. A simple messaging system is not effective for assigning, tracking, and managing tasks for the testing phase, because it lacks the features and functions of a ticketing system, such as prioritization, categorization, status, and history. A ticketing system is also different from a corporate social media, which is a tool that allows the project team to share information and ideas through online platforms. A corporate social media is not appropriate for allowing the resources to remain at their desks and only react when needed, because it may not be secure, reliable, or professional for the testing phase. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 10: Project Execution1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 10: Project Execution2; The 15 best collaboration tools for productive teams3

Question 6

A new project team started work three months ago. The team members are increasing their work productivity and are comfortable asking for help with tasks. Which of the following describes the current stage of the project team?

Options:

A- Performing

B- Adjourning

C- Forming

D- Norming

Answer:

D

Explanation:

The current stage of the project team is norming, which is the third stage of the five stages of team development. In this stage, the team members have resolved their conflicts and differences, and have established a sense of cohesion and collaboration. They are more productive, supportive, and cooperative, and they follow the agreed norms and rules of the team. They also communicate effectively and seek feedback and assistance from each other. The norming stage is preceded by the forming stage, where the team members get to know each other and the project goals, and the storming stage, where the team members experience disagreements and challenges.

The norming stage is followed by the performing stage, where the team members work efficiently and autonomously towards the project outcomes, and the adjourning stage, where the team members complete the project and celebrate their achievements. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 11: Team Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 11: Team Management2; The 5 Stages of Team Development (Including Examples)3

Question 7

A PM needs to calculate the progress of the whole project scope for a presentation to the sponsor. Which of the following is the first document the PM should update?

Options:

A- Project network diagram

B- Gantt chart

C- Issue log

D- Risk report

Answer:

B

Explanation:

A gantt chart is a visual representation of a project timeline that shows the tasks, durations, dependencies, and resources of a project in a horizontal bar chart format. A gantt chart can help a project manager to calculate the progress of the whole project scope by comparing the planned and actual start and finish dates of each task, as well as the percentage of completion and the critical path. A gantt chart is also a useful tool for communicating the project status and performance to the sponsor and other stakeholders. Therefore, the first document that the project manager should update to calculate the progress of the whole project scope is the gantt chart.

Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 6: Schedule Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 6: Schedule Management2; What Is a Gantt Chart? 7 Examples for Project Management3

Question 8

Question Type: **MultipleChoice**

Which of the following is the best example of a breach of physical security?

Options:

A- System user IDs being used by multiple individuals

B- Printers that do not request user authentication

C- Developers having full access to both development and production environments

D- Project documentation that is only kept on a removable device

Answer:

D

Explanation:

A breach of physical security is an unauthorized access or damage to physical assets, such as equipment, data, or personnel. Project documentation that is only kept on a removable device is the best example of a breach of physical security, because it exposes sensitive information to theft, loss, or corruption. If the removable device is not encrypted or protected, anyone who obtains it can access the project documentation and compromise the project integrity, confidentiality, or availability. Therefore, project documentation should be stored in a secure location, backed up regularly, and protected by access controls and encryption.

The other options are not examples of physical security breaches, but rather logical or administrative security breaches. System user IDs being used by multiple individuals is a violation of the principle of least privilege and accountability, which could lead to unauthorized access or misuse of system resources. Printers that do not request user authentication is a lack of proper access control, which could allow unauthorized printing or retrieval of confidential documents. Developers having full access to both development and production environments is a violation of the principle of separation of duties and environments, which could introduce errors, conflicts, or malicious

code into the production system. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 9: Security Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 9: Security Management2; Types of Security Breaches: Physical and Digital3

Question 9

After a product is released for production, a tester performs a test to ensure its basic functionality is working as expected. Which of the following is the tester performing?

Options:

A- Smoke test

B- Stress test

C- Penetration test

D- Regression test

Answer:

A

Question 10

During a sponsor meeting, a PM is assigned to manage a new external project for an IT consultant. The sponsor wants the PM to establish an agreement regarding the exchange of money between both parties. Which of the following documents would the PM most likely create?

Options:

A- Business requirement

B- Client statement of work

C- Formal contract

D- Project charter

Answer:

C

Explanation:

A formal contract is a legal document that defines the terms and conditions of the agreement between the project parties, such as the scope, schedule, budget, quality, deliverables, roles and responsibilities, payment methods, and dispute resolution mechanisms. A formal contract is essential for external projects, especially when there is an exchange of money involved, to protect the interests and rights of both parties and to ensure mutual understanding and compliance. A formal contract is different from a business requirement, which is a statement of the needs and expectations of the customer or stakeholder for the project outcome. A formal contract is also different from a client statement of work, which is a document that describes the work to be performed, the deliverables to be provided, and the acceptance criteria to be met by the project vendor or contractor. A formal contract is also different from a project charter, which is a document that authorizes the project and provides the high-level information about the project objectives, scope, stakeholders, and project manager. Reference = CompTIA Project+ Study Guide: Exam PK0-005, 3rd Edition, Chapter 4: Project Integration Management1; CompTIA Project+ Certification Study Guide, 3rd Edition, Chapter 4: Project Integration Management2; 11 Essential Documents To Use as a Project Manager3