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# CompTIA Project+ Certification (2026)

## CompTIA PK0-005

**Version Demo**

**Total Demo Questions: 47**

**Total Premium Questions: 477**

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# Topic Break Down

| Topic | No. of Questions |
|---|---|
| Topic 1, Project Management Concepts | 152 |
| Topic 2, Project Life Cycle Phases | 67 |
| Topic 3, Project Tools and Documentation | 173 |
| Topic 4, Basics of IT and Governance | 85 |
| Total | 477 |

QUESTION NO: 1

A PM is responsible for implementing a new customer relationship management system and has learned that the sales organization is reluctant to utilize the new system. The organization's reluctance could jeopardize the success of the project. Which of the following steps should be taken to understand the adoption issues and gain organizational acceptance of the initiative? (Select TWO).

**A.** Train users on the proper use of the system.

**B.** Escalate the issue to the CCB

**C.** Hold sessions to understand user challenges.

**D.** Track system usage and report user activity.

**E.** Log the issue in the project risk register.

**F.** Create a memorandum of acceptable use.

**ANSWER: C D**

**Explanation:**

**Hold sessions to understand user challenges** is appropriate because direct engagement with the sales organization lets the project manager identify the specific barriers affecting adoption, such as workflow disruption, usability concerns, missing functionality, or uncertainty about the new process. These sessions also create a feedback channel that makes stakeholders active participants in the implementation, supporting organizational buy-in and effective change management. **Track system usage and report user activity** provides objective adoption data, such as active-user levels, frequency of use, and use of key CRM features. The project manager can use these measurements to establish an adoption baseline, identify groups that need additional support, monitor whether corrective actions improve utilization, and communicate progress to stakeholders. Together, user feedback and usage metrics provide both qualitative and quantitative insight needed to understand the adoption problem and guide acceptance-focused actions. This aligns with CompTIA Project+ expectations for stakeholder engagement, communications, and managing organizational change during project implementation. See the CompTIA Project+ certification overview and the Project Management Institute discussion of change management and project success.

**QUESTION NO: 2 - (DRAG DROP)**

During a gate review meeting, the deliverable was rejected by the customer.

INSTRUCTIONS

Review the dashboard.

• Part 1: Drag and drop each task, placing them in the correct order based on the project change control process.

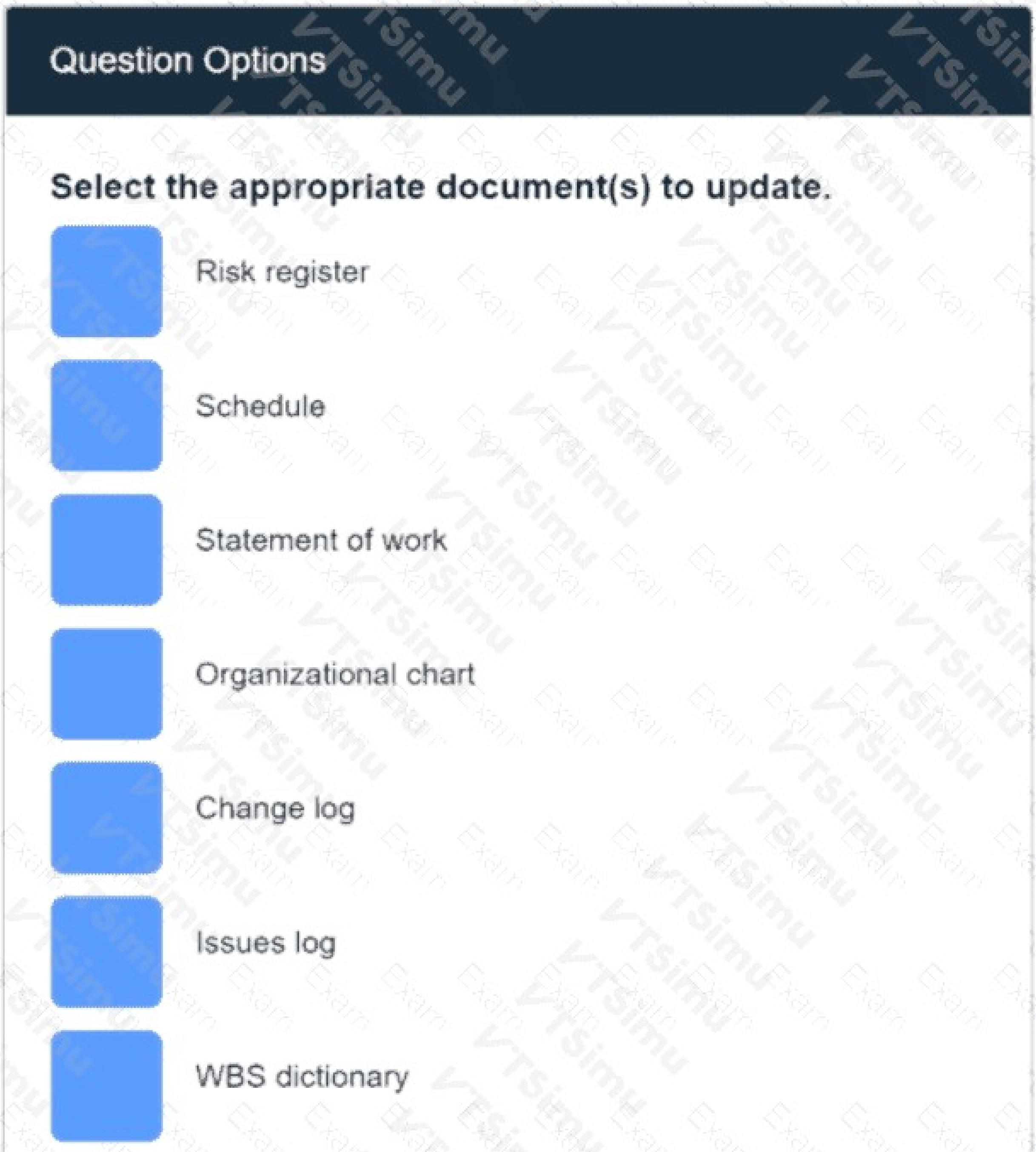
• Part 2: Select the proper document(s) to be updated.

If at any time you would like to bring back the initial state of the simulation, please click the Reset All button.

Part 1:


Change Control Process
1
2
3
4
5
Select the appropriate document(s) to update
6
7
8
Drag and Drop
Perform a demonstration.
Define new requirements and record changes.
Update and test the deliverable.
Consult the RACI matrix.
Assess the schedule, risk, and cost.
Obtain a sign off.
Make an announcement on the company portal.

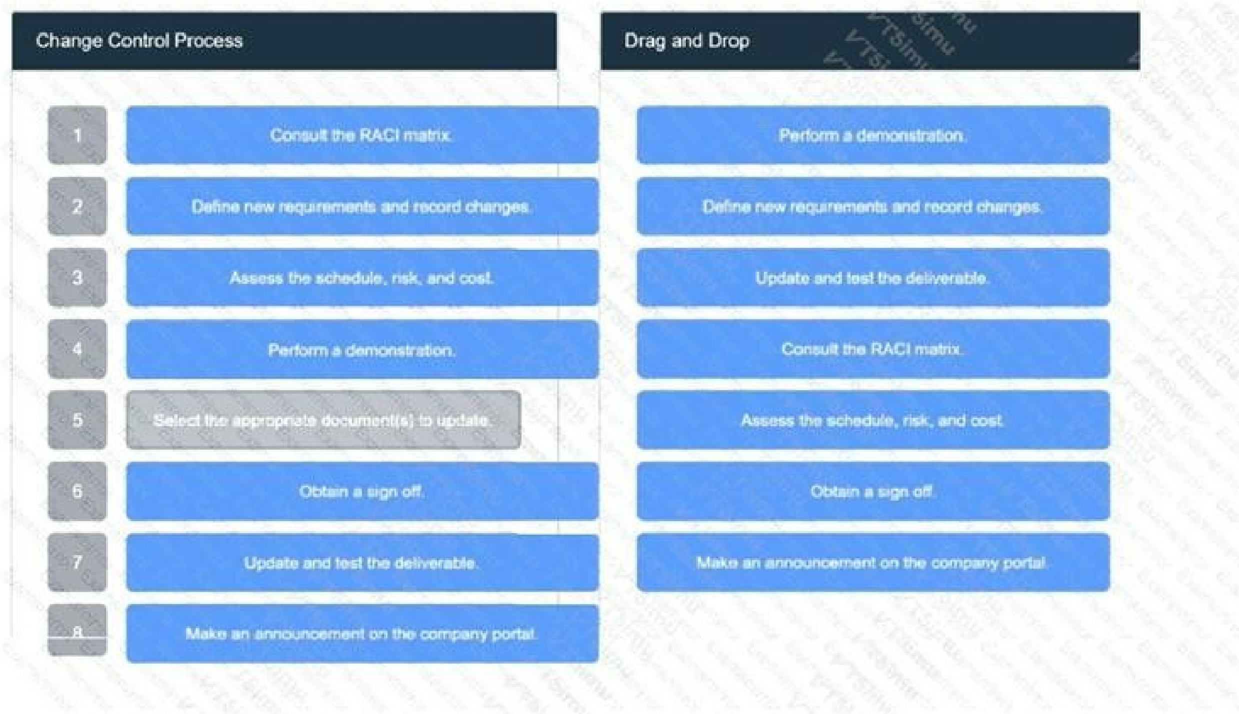
Part 2:


Question Options

**Select the appropriate document(s) to update.**

- Risk register
- Schedule
- Statement of work
- Organizational chart
- Change log
- Issues log
- WBS dictionary

**ANSWER:**




**Explanation:**

A rejected deliverable triggers formal change control because the customer feedback may require modifications to agreed requirements, acceptance criteria, delivery timing, or project commitments. The correct sequence begins by consulting the RACI matrix. This identifies the people who are responsible, accountable, consulted, and informed, so the request is directed and governed through the appropriate roles. The team next defines the new requirements and records the requested change. Capturing the request clearly creates the baseline information needed for review and traceability.

The change must then be assessed for schedule, risk, and cost impacts before it moves forward. That assessment provides decision-quality information about the consequences of implementing the requested modification. A demonstration follows to show the revised approach or result to the customer, after which formal sign-off documents acceptance. The deliverable is then updated and tested so the approved change is incorporated and validated. Finally, the company portal announcement communicates the completed outcome to the wider organization.

The selected documents preserve the project's controlled records. The risk register captures risks introduced or changed by the request; the schedule reflects timeline and milestone impacts; the statement of work records the agreed scope and deliverable changes; and the change log provides the auditable history of the request, evaluation, approval, and implementation. This supports integrated change control and traceability, consistent with PMI guidance on integrated change control and the PMBOK Guide.

## QUESTION NO: 3

Which of the following best represents the project impact to a company ' s brand value?

**A.** The project is compliant with local and state laws and becomes the standard for new projects.

**B.** The project promotes new initiatives to expand its benefit to other communities.

**C.** The project exceeds the sales quota for the third quarter and raises the bar for next periods. The project meets the expected milestones and finishes on time and within budget.

## ANSWER: B

**Explanation:**

The project promotes new initiatives to expand its benefit to other communities. Brand value reflects the value created by stakeholder awareness, trust, goodwill, and positive associations with an organization. A project whose benefits extend beyond its immediate deliverables and actively support additional communities can visibly demonstrate the organization's values and commitment to social impact. That broader benefit can strengthen the organization's reputation among customers, partners, employees, and the public, building loyalty and reinforcing the brand's standing over time.

Project managers should consider these wider organizational effects when assessing project value, especially where a project supports strategic objectives related to corporate reputation, sustainability, community engagement, or stakeholder relationships. This type of initiative creates a credible connection between the organization's stated purpose and observable outcomes, which is central to how stakeholders form brand perceptions. The Project Management Institute describes projects as vehicles for delivering value, including benefits that can be strategic and extend beyond immediate financial measures. Guidance on managing organizational value through projects is available from the Project Management Institute. Additional context on the role of reputation and stakeholder perception in brand value is provided by ISO 20671.

## QUESTION NO: 4

Which of the following aspects are true of waterfall as compared to agile? (Select two).

**A.** Waterfall is composed of smaller teams working together

**B.** Waterfall reinforces customer collaboration

**C.** In waterfall, solution validation occurs later in the development cycle.

**D.** In waterfall, working software is more of a focus than comprehensive documentation.

**E.** Waterfall is less tolerant to changes in scope.

**F.** Waterfall is made up of sprints

## ANSWER: C E

**Explanation:**

"In waterfall, solution validation occurs later in the development cycle." is correct because waterfall follows a predominantly sequential lifecycle: requirements, design, build, testing, and deployment are generally planned as distinct phases. Consequently, stakeholders usually receive a fully integrated solution for formal validation after substantial design and development work has been completed, rather than validating small increments continuously throughout delivery. This is a key distinction from agile approaches, which seek frequent feedback on usable product increments.

"Waterfall is less tolerant to changes in scope." is also correct because the approach relies heavily on establishing and approving requirements early. Those requirements drive downstream planning, design, implementation, testing, schedule, and budget baselines. A later scope change can therefore require impact analysis and updates across completed or planned phases, making change control more consequential. Project managers can still manage approved changes in a waterfall project, but the lifecycle is inherently less adaptable to changing requirements than an iterative, incremental agile lifecycle. The Project Management Institute's comparison of agile and waterfall approaches describes waterfall as sequential and agile as iterative. See also the Atlassian overview of the waterfall methodology for its phase-based structure and change implications.

## QUESTION NO: 5

A project manager is concerned about the performance of a developer who is struggling with the new coding language. Which of the following actions should the project manager take?

**A.** Send a request to the project sponsor to add an additional developer.

**B.** Provide the developer with only non-critical tasks.

**C.** Assign the developer training to improve the developer's skills.

**D.** Remove the developer from the project team.

## ANSWER: C

**Explanation:**

Assign the developer training to improve the developer's skills is the best action because the stated performance concern stems from a specific, identifiable skills gap: the developer is struggling with a new programming language. Providing targeted training directly addresses the root cause while retaining the developer's project and organizational knowledge. In project resource management, a project manager should develop team capability, provide needed support, and take constructive action to improve performance before considering more disruptive staffing changes. Training can be tailored to the language, development tools, coding standards, and project practices the developer needs to use. The project manager can also coordinate a practical learning plan that includes mentoring, pair programming, and code reviews, then monitor progress through completed work, quality results, and adherence to planned delivery dates. This approach supports both the individual's growth and the project's ability to sustain performance over time. It is consistent with Project+ expectations around managing resources and team performance, including identifying resource needs and applying appropriate development actions during project execution. CompTIA describes Project+ as covering project team management and communication skills at CompTIA Project+. Further guidance on developing project teams and improving competencies is available in the Project Management Institute's team-development guidance.

## QUESTION NO: 6

A project sponsor requires a system that is capable of providing integrated management of all the business ' s core functions. Which of the following systems is the project sponsor describing?

**A.** CMS

**B.** CRM

**C.** EDRMS

**D.** ERP

## ANSWER: D

**Explanation:**

ERP is correct because enterprise resource planning software is specifically intended to integrate an organization's core business processes within a shared system and common data environment. Rather than maintaining disconnected applications and separate records for functions such as accounting, procurement, inventory, manufacturing, human resources, sales, and supply-chain operations, an ERP platform coordinates data and workflows across those functions. This integrated approach gives stakeholders more consistent information, supports standardized processes, and enables management to view operational and financial activity across the enterprise. For a project sponsor, selecting an ERP system is appropriate when the requirement centers on coordinated, organization-wide management of core functions rather than a single specialized business area. Oracle describes ERP as software that automates and manages core business processes, including finance, procurement, project management, risk management, compliance, and supply-chain operations. SAP similarly explains that ERP integrates and automates essential business processes while providing a shared database. These characteristics directly match the stated requirement for integrated management of all the business's core functions. See Oracle: What is ERP? and SAP: What is ERP?.

## QUESTION NO: 7

A project manager is reviewing deliverables during the planning phase of a project to validate their completeness. Which of the following must be completed at this stage?

**A.** Project objectives

**B.** Access requirements

**C.** Preliminary scope statement

**D.** QA plan

## ANSWER: C

**Explanation:**

**Preliminary scope statement** must be completed because it documents the project's intended deliverables and establishes the boundaries for the work that will be planned, performed, and accepted. When reviewing deliverables during planning, the project manager needs a sufficiently defined scope baseline foundation to confirm what the project is expected to produce and whether all required work can be identified. The preliminary scope statement captures the high-level product or service scope, key deliverables, assumptions, constraints, and acceptance considerations needed to proceed with detailed planning.

This scope information supports development of core planning artifacts, including the work breakdown structure, schedule, cost estimates, resource plans, risk planning, and quality activities. A review for completeness is meaningful only when the intended deliverables have been formally described and bounded. As planning progresses, the scope can be decomposed and refined, but the preliminary scope statement provides the necessary authoritative starting point for validating that the expected project outcomes are understood. CompTIA Project+ covers scope and planning activities as essential project-management knowledge areas; see the CompTIA Project+ certification page. For additional terminology on defining project scope and deliverables, see the PMI PMBOK Guide overview.

## QUESTION NO: 8

A project manager is preparing for a formal change control board meeting. Which of the following information should be available for the board to evaluate a proposed change? (Select TWO).

**A.** Impact analysis

**B.** Implementation and rollback approach

**C.** Individual team vacation preferences

**D.** Meeting minutes from the project kickoff

**E.** Unapproved requirements from prior projects

## ANSWER: A B

**Explanation:**

**Impact analysis** provides the board with information about the proposed change's effect on scope, schedule, cost, resources, quality, risks, and other project constraints. **Implementation and rollback approach** identifies how the approved change would be deployed and how the team could restore the prior state if the change is unsuccessful. These details enable informed approval, rejection, or deferral decisions and support controlled implementation. Change-control practices are discussed in the PMI PMBOK Guide and Standards.

## QUESTION NO: 9

A stakeholder raises a concern with a project manager because of the number of emails that have been received before a coding release. Which of the following actions should the project manager take next?

**A.** Inform the CCB to stop communication.

**B.** Establish a RACI matrix.

**C.** Escalate the communication issues.

**D.** Revise the communication plan.

## ANSWER: D

**Explanation:**

**Revise the communication plan.** is the appropriate next action because the stakeholder's concern identifies that the current communication approach is producing an excessive volume of email before a release. A communication plan defines what information stakeholders receive, the appropriate frequency, the delivery method, the intended audience, and the responsible sender. The project manager should review the stakeholder's information needs and adjust the plan to make release communications more targeted and manageable. For example, the revised plan might consolidate updates into a scheduled status summary, use a release dashboard or collaboration site for detailed technical notices, establish a distribution list for only affected stakeholders, and reserve urgent email notifications for material release risks or decisions. This action directly addresses the underlying issue while maintaining the stakeholder engagement and timely information flow needed for a coding release. Communication planning is an iterative project-management activity: feedback about whether communications are useful, timely, and appropriately delivered should be used to improve communication practices throughout the project. CompTIA's Project+ objectives include managing stakeholder communications and using communication methods appropriate to stakeholder needs. See the [CompTIA Project+ certification overview]() and the [PMI guidance on effective project communication]().

## QUESTION NO: 10

A project manager is preparing to transition a new financial application to the operations team. Which of the following should be included in the transition plan? (Select TWO).

**A.** Support escalation procedures

**B.** Knowledge-transfer activities

**C.** Resource acquisition criteria

**D.** Project charter approval

**E.** Vendor-selection scoring

## ANSWER: A B

**Explanation:**

**Support escalation procedures** are needed so operational personnel know how to obtain assistance when incidents, defects, or service issues occur after handoff. The procedures should identify support contacts, severity criteria, response expectations, and escalation paths. **Knowledge-transfer activities** are also essential because the operations team needs sufficient understanding of the application, supporting processes, configuration, and routine maintenance responsibilities before assuming ownership. These activities may include training, walkthroughs, runbooks, and shadowing sessions. Together, these items support an orderly handoff from the project team to ongoing operations. Project transition planning helps confirm operational readiness before project closure. See the [CompTIA exam objectives]() for Project+ lifecycle and transition concepts.

## QUESTION NO: 11

A project manager is developing a risk register for an implementation that depends on a new third-party integration. Which of the following information should be recorded for each identified risk? (Select TWO).

**A.** Probability and impact

**B.** Risk owner

**C.** Final acceptance signature

**D.** Completed work percentage

**E.** Meeting attendance list

## ANSWER: A B

**Explanation:**

**Probability and impact** should be recorded so the project manager can evaluate the relative exposure associated with each uncertain event and prioritize response planning. **Risk owner** should also be documented to establish accountability for monitoring the risk, carrying out response actions, and reporting changes in status. A risk register may also include triggers, response strategies, contingency actions, and due dates, but probability, impact, and ownership are fundamental elements for managing identified risks. A risk differs from an issue because it is an uncertain event that has not yet occurred. See the Project Management Institute guidance on risk registers.

## QUESTION NO: 12

A stakeholder called a project manager on the telephone to ask for a status report. Which of the following describe this type of communication? (Select two).

**A.** Formal

**B.** Internal

**C.** Informal

**D.** Verbal

**E.** Indirect

**F.** External

## ANSWER: C D

**Explanation:**

**Informal** and **Verbal** correctly characterize this exchange. A stakeholder's telephone call to a project manager is an unscheduled, conversational interaction rather than a communication delivered through a predefined formal reporting mechanism, such as an approved written status report, meeting minutes, or a controlled project dashboard. The fact that the stakeholder initiated the call to request an update makes the interaction informal, even if the project manager may later provide or document formal status information.

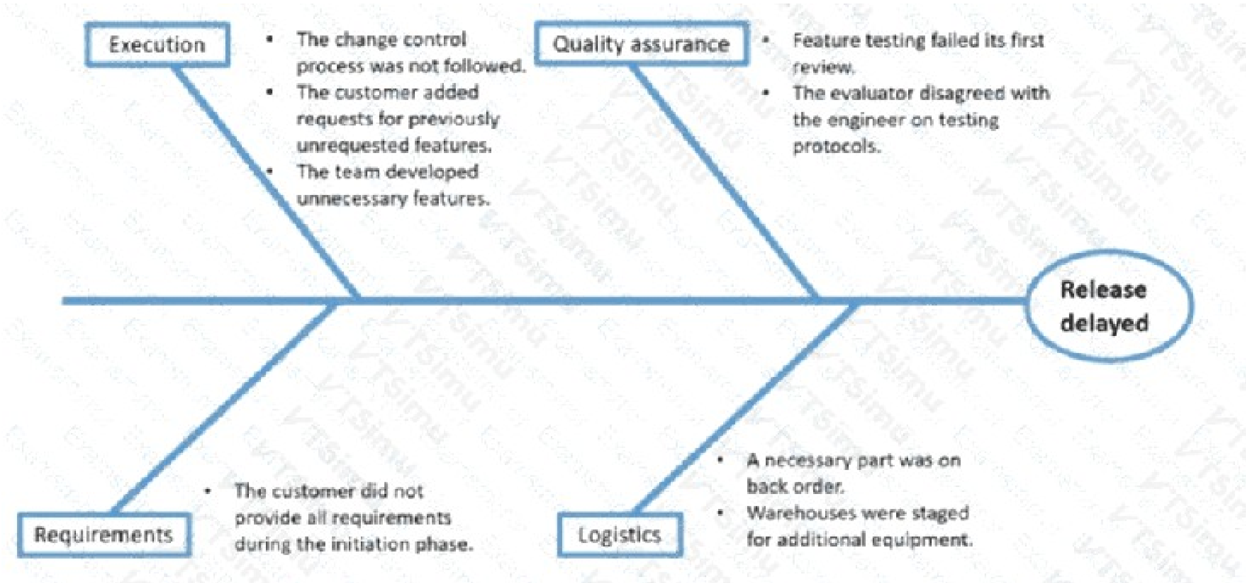
The communication is verbal because the parties exchange information by speaking over the telephone. Telephone conversations are also interactive communication: the stakeholder can ask clarifying questions, the project manager can respond immediately, and both can confirm understanding in real time. Effective project communications management requires selecting methods appropriate to stakeholder needs and the urgency, complexity, and required feedback of the message. In this situation, a phone conversation enables rapid two-way clarification of project status. PMI describes interactive communication as involving multidirectional information exchange, including conversations and meetings; see PMI's project communications management guidance. The CompTIA Project+ exam objectives also include identifying appropriate communication methods and channels for stakeholders: CompTIA exam objectives.

## QUESTION NO: 13

A project misses a deadline. The project manager creates the following diagram:

Execution: The change control process was not followed. The customer added requests for previously unrequested features. The team developed unnecessary features.

Requirements: The customer did not provide all requirements during the initiation phase.




Which of the following is most likely the root cause of the delay?

**A.** Team conflicts

**B.** Unvalidated deliverables

**C.** Scope creep

**D.** Gold plating

**ANSWER: C**

**Explanation:**

Scope creep is the most likely root cause because the diagram describes project scope expanding after work was underway: the customer requested features that were not originally identified, and those requests were accepted without following the established change-control process. When added work is not formally assessed and approved, the project team may proceed without updating the schedule, resources, budget, or scope baseline. The result is an unplanned increase in work that directly creates deadline pressure and can cause a missed delivery date.

Incomplete requirements during initiation created the conditions for later requests, but the delay-producing issue is the uncontrolled incorporation of those new requirements during execution. Formal change control is intended to evaluate the effect of a requested change before it becomes project work, including its impact on the schedule. This scenario therefore represents scope creep: growth in project scope that is not effectively governed through the approved change process. CompTIA's Project+ objectives include change control and scope management as core project-management domains; see the CompTIA exam objectives resource. PMI also describes controlling scope as monitoring scope status and managing changes to the scope baseline in its PMBOK Guide overview.

## QUESTION NO: 14

A new project manager was assigned to a project during the execution phase. The project manager discovers a lot of potential areas that may prevent the project from completing deliverables Which of the following should the project manager do first?

**A.** Review the project risk register.

**B.** Update the defect tracker.

**C.** Meet with stakeholders to discuss concerns.

**D.** Add the potential blockers to the issues list.

**ANSWER: A**

**Explanation:**

“Review the project risk register.” is the appropriate first action because the newly identified potential areas are uncertain events or conditions that could affect the project’s ability to complete its deliverables. The risk register is the central project record for documented risks, including their descriptions, owners, probability, impact, response strategies, triggers, and current status. Reviewing it first gives the incoming project manager the necessary context to determine whether these concerns have already been identified, assessed, assigned, or planned for by the project team.

During execution, risk management is an ongoing activity: the project manager monitors existing risks, identifies new risks, evaluates their potential effect, and ensures that planned responses remain appropriate. A review also helps avoid duplicate entries and supports an informed decision about whether a concern should be recorded as a new risk, escalated, or treated as an active issue if it has already occurred. This aligns with standard project-management practice that distinguishes proactive risk monitoring from issue management. The Project Management Institute describes risk as uncertainty that can affect project objectives and emphasizes continuous risk management throughout the project life cycle. See PMI’s risk management guidance and PMI resources.

**QUESTION NO: 15**

A project team member wrote a user guide over the past ten days. Given the following scatter diagram.

Which erf the following can be formally conducted?

**A.** The team member prioritized other tasks over the completion of this task

**B.** The learn member had performance issues over time.

**C.** There is a negative correlation with time and output

**D.** This is a display of units of outstanding work to predict completion

**ANSWER: C**

**Explanation:**

There is a negative correlation with time and output. A scatter diagram plots paired observations so that a team can assess whether two variables exhibit an apparent relationship. When the plotted observations follow an overall downward trend from left to right, increasing time is associated with decreasing output; this is termed negative correlation. This is an appropriate formal conclusion from the visual pattern because it describes the direction of association shown by the data, rather than asserting an unmeasured cause. In this scenario, the relevant variables are time over the ten-day period and the amount of user-guide output. The diagram therefore supports communicating that the measures move in opposite directions across the observed period. Scatter plots are specifically used to investigate relationships between two quantitative variables and to identify the direction and form of a relationship. Project practitioners can use this type of analysis to recognize trends in work data, communicate evidence clearly, and determine whether further investigation is warranted before making decisions. The conclusion should remain limited to correlation: the chart establishes an observed inverse relationship in the recorded data, not a definitive explanation for why output changed. See the NIST Engineering Statistics Handbook discussion of scatter plots and CompTIA’s exam objectives resource.

**QUESTION NO: 16**

A project manager was just assigned to a new project. Which of the following activities should the project manager undertake after accepting the project? (Select TWO).

**A.** Review the detailed plan.

**B.** Develop a preliminary scope.

**C.** Develop a transition plan.

**D.** Develop a project management plan.

**E.** Review the resource pool.

**F.** Review the project objectives.

**ANSWER: E F**

**Explanation:**

**Review the project objectives.** is an essential first activity because a newly assigned project manager needs to understand the intended business outcomes, success criteria, strategic alignment, and stakeholder expectations before progressing into detailed planning. Objectives provide the basis for subsequent scope definition, schedule development, resource planning, and benefits evaluation. This early review also lets the project manager clarify ambiguities with the sponsor and ensure the project's purpose remains consistent with the authorizing information.

**Review the resource pool.** is also appropriate at this stage. The project manager should assess the availability, capability, capacity, and constraints of potential project resources, including team members, equipment, funding, and external support. This awareness supports realistic planning and helps identify resource gaps or conflicts early enough to raise them with the sponsor or functional managers. Project-management best practices emphasize establishing the project context and considering available organizational resources before creating comprehensive management plans. See the PMI standards and PMBOK resources and CompTIA's Project+ certification overview for related project-management lifecycle and resource-management concepts.

## QUESTION NO: 17 - (SIMULATION)

During the project execution phase, Ann, a project manager, received an email from the project sponsor asking for an additional work package to be added to the project scope due to new legislation.

INSTRUCTIONS

Review the email with the latest updates sent by the project sponsor and respond in

the following order:

1. Select the best tool for tracking the server migration progress.

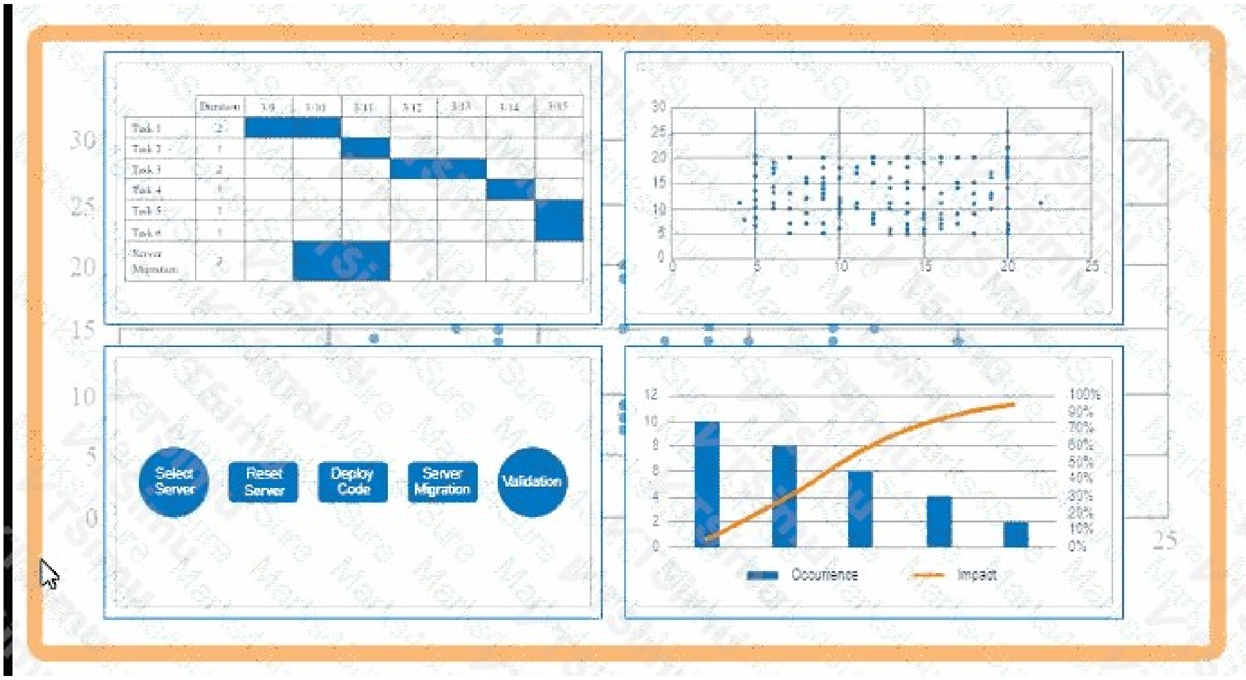
2. Select the new critical path.

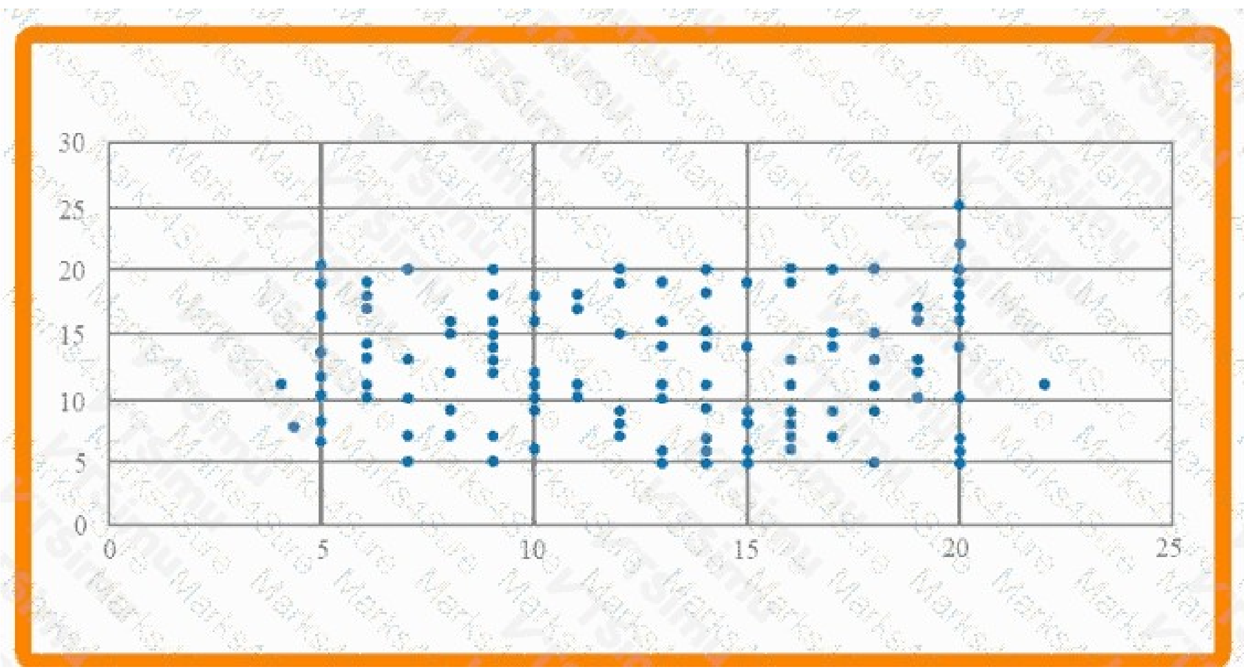
3. Select the correct number of engineers required for the server migration phase.

If at any time you would like to bring back the initial state of the simulation, please click

the Reset All button.

Select the Appropriate Tool:



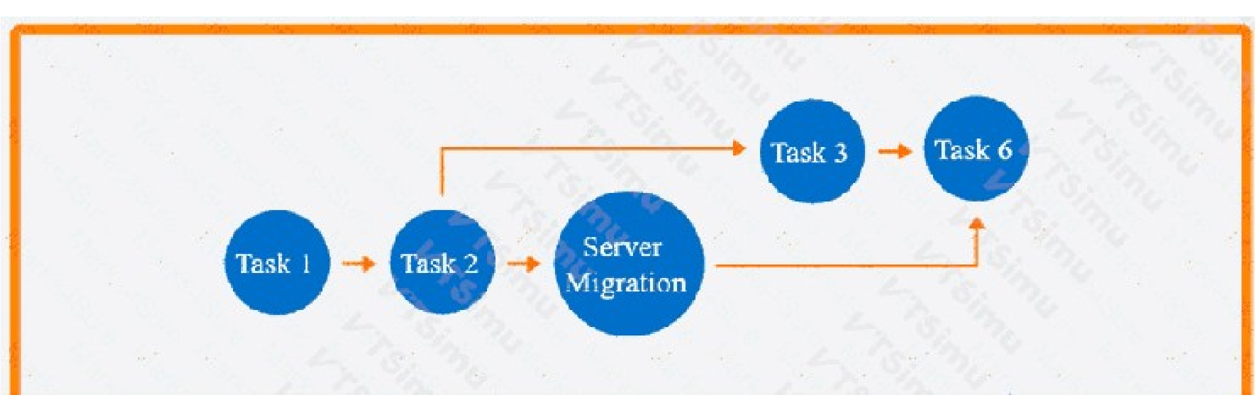



Select the new critical path.

Option A

Option B

Option C



**ANSWER: See the explanation for the answer**

**Explanation:**

**Selections (in order):**

The newly added Server Migration activity becomes the controlling/critical branch because it must be completed after Task 2 and before Task 6. The scatter plot, process flow, and Pareto chart do not provide the schedule-progress tracking needed for this work package.

## QUESTION NO: 18

During a status meeting, the development team reviews work and finds an unforeseen dependency on one of the critical project activities. As a result, the project will most likely be delayed. Which of the following actions should the project manager MOST likely perform?

**A.** Work with the project scheduler to update the project timeline.

**B.** Communicate to the stakeholders about the updated timeline.

**C.** Ask the development team to fast-track upcoming activities.

**D.** Add two resources so the critical activities will finish on time.

**ANSWER: A**

**Explanation:**

"Work with the project scheduler to update the project timeline." is the most appropriate immediate action because an unforeseen dependency affecting a critical activity can change the critical path and, therefore, the planned project completion date. The project manager needs an accurate assessment of the dependency's scheduling effect, including the affected activity sequence, duration, available float, milestones, and forecast finish dates. Working with the scheduler ensures that the schedule is analyzed and updated using the project's defined scheduling approach rather than relying on an informal estimate of the delay.

The revised timeline provides the factual basis for subsequent project actions, such as evaluating feasible schedule responses, processing any required change through the project's change-control process, and communicating an approved forecast or schedule change to stakeholders. This aligns with Project+ expectations that project managers monitor project performance, manage schedule changes, and maintain clear stakeholder communications. PMI describes schedule management as establishing and controlling the project schedule, while its scheduling guidance emphasizes dependency analysis and critical-path awareness. See the PMI Practice Standard for Scheduling and the CompTIA exam objectives resource.

## QUESTION NO: 19

A critical piece of equipment that is needed for the installation of a point-of-sale solution is delayed from the manufacturer. The delay will cause the project to be significantly behind schedule. The project manager decides to buy the item at a higher cost from another vendor who can supply it immediately. Which of the following risk management approaches has the project manager taken?

**A.** Mitigate

**B.** Transfer

**C.** Accept

**D.** Share

**ANSWER: A**

**Explanation:**

**Mitigate** is the correct risk response because the project manager takes a proactive action to reduce the effect of a known threat: the delayed equipment. Rather than allowing the manufacturer's delay to significantly affect the installation schedule, the manager obtains the required item immediately from an alternate vendor. Although this response increases project cost, it reduces the threat's schedule impact to an acceptable level and helps protect a critical project objective.

Risk mitigation involves implementing actions that reduce either the likelihood of a threat occurring or the impact it would have if it occurs. In this scenario, the supplier delay has already materialized, so the practical mitigation action is to reduce its impact through an alternative procurement source. The higher purchase price is an intentional trade-off made to avoid a potentially much more damaging schedule delay. This reflects sound project risk management: evaluate the consequences of a threat and select a proportionate response that best supports delivery of the project's objectives. CompTIA Project+ includes risk management and risk-response planning among its tested project-management skills; see the CompTIA Project+ certification overview and the PMI standards and guides overview.

## QUESTION NO: 20

A project manager is selecting a vendor for a specialized security assessment. Which of the following should be used to evaluate vendor proposals consistently? (Select TWO).

**A.** Evaluation criteria

**B.** Weighted scoring matrix

**C.** Risk breakdown structure

**D.** Meeting minutes

**E.** Resource calendar

**ANSWER: A B**

**Explanation:**

**Evaluation criteria** provide the defined standards against which each proposal is assessed, such as technical capability, relevant experience, delivery approach, cost, and compliance requirements. Using established criteria supports an objective and repeatable selection process. **A weighted scoring matrix** is also appropriate because it assigns relative importance to the evaluation criteria and enables the project team to compare vendor responses using a documented method. Together, these tools improve transparency and help ensure that the selected vendor is evaluated against the organization's stated needs rather than informal preferences. See the Federal Acquisition Regulation 15.304 for source-selection evaluation factors.

## QUESTION NO: 21

Which of the following statements best describes zero-based budgeting?

**A.** Start with the budget from the last project and add any new expenses.

**B.** Start with allocating expenses based on the importance of the project.

**C.** Start the project with a fixed amount decided by the management team.

**D.** Start from a zero base and justify each expense.

**ANSWER: D**

**Explanation:**

Start from a zero base and justify each expense is correct because zero-based budgeting does not treat the prior project's approved budget as the default starting point. Instead, the budget is built anew for the current planning period, with proposed activities, resources, and costs evaluated and justified according to their expected value, necessity, and alignment with project objectives. This approach requires project stakeholders and budget owners to support requested funding with a clear business rationale rather than relying on historical spending patterns. In a project environment, zero-based budgeting can help ensure that limited funds are directed to work that is currently needed and delivers measurable benefits. The resulting budget is still a formal financial plan; “zero base” means that funding requests begin without automatic carryover, not that the project proceeds without planning or cost control. This method supports disciplined prioritization, transparent decision-making, and review of both new and recurring expenses. See the Government Finance Officers Association’s zero-based budgeting guidance and Investopedia’s overview of zero-based budgeting for further discussion of the method and its use in budget preparation.

## QUESTION NO: 22

Which of the following activities would be performed during the project closure phase when the waterfall methodology is being used? (Select two).

**A.** Creating a backlog

**B.** Managing the quality of deliverables

**C.** Updating the issue log

**D.** Performing a risk assessment

**E.** Validating the deliverables

**F.** Reconciling the project budget

## ANSWER: E F

**Explanation:**

Validating the deliverables is a key closure activity because the project team and relevant stakeholders must confirm that the completed product, service, or result satisfies the approved requirements and acceptance criteria. In a waterfall project, work progresses through defined, sequential phases, and closure provides the formal point at which the final output is reviewed, accepted, and transitioned to the customer, operations team, or sponsor. This validation supports formal sign-off and confirms that the project has produced the agreed outcome.

Reconciling the project budget also belongs in closure because financial closeout requires the team to account for actual spending, resolve outstanding invoices or commitments, close project-specific accounts, and document the final cost position. Accurate reconciliation gives the organization a complete financial record of the work and helps confirm that contractual and administrative obligations have been completed before the project is formally closed. These activities align with Project+ expectations for completing project closeout activities, including obtaining acceptance and completing administrative and financial closure. See CompTIA’s Project+ certification overview and the CompTIA exam objectives resource page for the current Project+ objectives and lifecycle coverage.

## QUESTION NO: 23

As a part of a project, structured cabling activities have been outsourced to another company. The agreement is that work will take six weeks to complete and will be performed at different locations. Which of the following should the project manager do? (Select two).

**A.** Purchase the materials.

**B.** Assign the resources.

**C.** Accept delays in the work.

**D.** Approve the deliverables.

**E.** Monitor the performance.

**F.** Negotiate with the vendors.

**ANSWER: D E**

**Explanation:**

The project manager should **approve the deliverables** and **monitor the performance**. Once outsourced work is underway, the project manager remains accountable for ensuring that the supplier's output satisfies the project's documented scope, quality criteria, schedule commitments, and acceptance requirements. Approving deliverables is the formal confirmation that completed cabling work meets the agreed requirements before it is accepted into the project. This activity should be supported by inspections, acceptance criteria, and contractually defined sign-off procedures.

Monitoring performance is equally essential throughout the six-week engagement, particularly because work occurs at multiple locations. The project manager should track progress against milestones, review quality and status information, identify variances or risks early, and coordinate corrective action through the established vendor-management and change-control processes. Ongoing oversight provides timely visibility into whether the contractor is meeting the agreed service, schedule, and deliverable expectations. CompTIA Project+ includes procurement planning and execution/monitoring among its tested project-management skills; see the CompTIA Project+ certification page and the CompTIA exam objectives resource for the current official exam-objectives materials.

**QUESTION NO: 24**

A project was selected for an audit years after the project closed. Which of the following is most likely to be needed for the audit?

**A.** Signed contracts

**B.** Archived documentation

**C.** Project closeout report

**D.** Lessons learned

**ANSWER: B**

**Explanation:**

Archived documentation is most likely to be needed because an audit performed years after project closure depends on retained, retrievable records that demonstrate how the project was governed and completed. The audit trail may need to substantiate decisions, approvals, scope and schedule baselines, change-control activity, risk and issue management, procurement actions, financial transactions, test results, deliverable acceptance, and final closure. Maintaining these records in an archive supports organizational record-retention requirements and allows authorized reviewers to verify that required processes and controls were followed even after the project team has disbanded and its working files are no longer active.

Project closing includes ensuring that project records are appropriately stored for future reference, compliance, operational needs, and potential reviews. This is especially important when an audit occurs long after completion: the required evidence must be complete, protected, and accessible rather than dependent on individual team members' recollections. A well-managed archive provides the authoritative source material an auditor uses to trace project activity and validate conclusions. PMI also identifies project documents and organizational process assets as records that are updated and retained through closing activities. See PMI's PMBOK Guide and Standards and the CompTIA Project+ certification page.

**QUESTION NO: 25**

A project manager has been assigned to a new project. During the planning phase, the project manager needs to get an understanding of the purpose of the project. Which of the following should the project manager do?

**A.** Collate the lessons learned.

**B.** Perform a gap analysis.

**C.** Review existing artifacts.

**D.** Conduct a retrospective.

## ANSWER: C

**Explanation:**

**Review existing artifacts.** is the appropriate first step because project artifacts establish the business context and authorization for the work before detailed planning begins. A newly assigned project manager should examine the available project charter, business case, statement of work, contract, requirements documentation, stakeholder information, and any relevant organizational records. Together, these materials describe the business need or opportunity, intended outcomes, high-level scope, success criteria, assumptions, constraints, and the authority granted to the project manager.

This review allows the project manager to form an accurate understanding of why the project exists and what value it is expected to deliver. That understanding is essential for creating aligned plans, confirming stakeholder expectations, identifying information gaps, and ensuring subsequent project decisions support the stated objectives. The project charter in particular formally authorizes a project and documents its high-level purpose and objectives, making it a key artifact for orientation at the start of planning. PMI describes the charter's role in formally authorizing the project and providing high-level project information in its project charter guidance. CompTIA's Project+ certification overview also emphasizes managing project documentation, scope, stakeholders, and communication throughout a project lifecycle: CompTIA Project+.

## QUESTION NO: 26

A project manager is eager to define access requirements during the initiation phase of a project. Which of the following steps should the project manager perform first?

**A.** Define the WBS.

**B.** Develop a RAM.

**C.** Manage the vendors.

**D.** Assess the resource pool.

## ANSWER: D

**Explanation:**

Assess the resource pool is the appropriate first step because access requirements must be based on the people and organizational roles that will need access to project information, systems, facilities, and deliverables. During initiation, the project manager first needs an understanding of available internal and external resources, including their skills, roles, organizational relationships, availability, and any relevant qualifications or clearance requirements. This provides the foundation for determining which parties may require access and the level of access appropriate to their project responsibilities.

After the potential resource population and stakeholder roles are understood, the project manager can document responsibility assignments and translate them into practical access controls, such as permissions for collaboration sites, project schedules, financial data, source materials, or restricted deliverables. Beginning with the resource pool supports the principle of granting access according to defined business need and assigned responsibility, rather than assigning permissions before the relevant roles are known. This is consistent with project resource-management practices and least-privilege access-control guidance. See Project Management Institute resource-management guidance and NIST's definition of least privilege.

## QUESTION NO: 27

Which of the following activities should a project manager perform during the closing phase? (Select three).

**A.** Lessons learned

**B.** Risk analysis

**C.** Removing resources

**D.** Acquiring resources

**E.** Statement of work sign-off

**F.** Stakeholder analysis

**G.** Removing access

**ANSWER: A C G**

**Explanation:**

"Lessons learned," "Removing resources," and "Removing access" are core project-closing activities because closure formally transitions the organization away from temporary project work and records information that will improve future work. The project manager facilitates or captures lessons learned so that successful practices, issues encountered, decisions, and recommendations become organizational knowledge. This information supports continuous improvement and should be retained with the project's final records.

Resources assigned specifically to the project, including personnel, equipment, facilities, and vendor engagements, must be released or reassigned once their project responsibilities are complete. The project manager also coordinates removal of project-specific system, repository, application, and physical-access permissions. This is an important administrative and security control: access should align with an individual's current role after the project has ended. These activities occur after deliverables have been completed and accepted and help ensure the project is closed in an orderly, auditable manner. CompTIA identifies project closure as a key Project+ lifecycle topic; see the CompTIA Project+ certification page and the PMI PMBOK Guide and Standards for project-management lifecycle guidance.

## QUESTION NO: 28

A project manager makes a list of the smallest activity components in the project. Which of the following is the project manager building?

**A.** Milestone chart

**B.** Task board

**C.** Work breakdown structure

**D.** Detailed project plan

**ANSWER: C**

**Explanation:**

**Work breakdown structure** is correct because a work breakdown structure (WBS) organizes the total project scope into progressively smaller, manageable components. This decomposition lets the project manager identify the discrete units of work required to produce the project deliverables. At the lowest level, these components are commonly called work packages; they provide a practical basis for estimating effort and cost, assigning responsibility, scheduling activities, monitoring progress, and controlling scope.

A WBS is therefore a core planning artifact: it translates high-level project deliverables into detailed work that the team can understand and manage. Creating a list or hierarchy of the project's smallest activity components reflects the decomposition process used to develop the WBS. The WBS also supports subsequent planning documents and techniques, including activity definition, resource planning, cost estimating, and schedule development.

For additional guidance on WBS concepts and decomposition, see the Project Management Institute's WBS guidance and the ISO 21511 standard overview for work breakdown structures.

## QUESTION NO: 29

Which of the following should a product manager choose in order to enable collaboration between team members located in different regions? (Select two).

**A.** Real-time surveys/polling

**B.** Wiki knowledge base

**C.** Spreadsheets

**D.** Meetings/face-to-face

**E.** Real-time, multi-authoring editing software

**F.** Charting/diagramming

**ANSWER: B E**

**Explanation:**

**Wiki knowledge base** and **Real-time, multi-authoring editing software** are the appropriate selections for a geographically distributed team. A wiki provides a centralized, persistent repository for project documentation, decisions, procedures, requirements, and lessons learned. Because team members can create, update, and review content asynchronously, it supports collaboration across regions and time zones while preserving shared organizational knowledge. Real-time, multi-authoring editing software enables multiple contributors to work in the same document or artifact concurrently. Team members can see updates as they occur, coauthor project materials, provide immediate input, and reduce delays caused by passing separate document versions between locations. Together, these tools support both asynchronous knowledge sharing and synchronous document collaboration, which are key needs when a product team is not co-located. This aligns with the Project+ objective covering the use of appropriate tools throughout the project life cycle, including collaboration tools such as wiki knowledge bases and real-time, multi-authoring editing software. See CompTIA's exam objectives resource page and the CompTIA Project+ certification page for the current Project+ scope and objectives.

**QUESTION NO: 30**

A manufacturing company is experiencing a high number of defects in its products and wants to identify the root cause to improve its processes Which of the following should the company use?

**A.** Run charts

**B.** Fishbone/Ishikawa diagrams

**C.** Scatter plot

**D.** Decision tree

**ANSWER: B**

**Explanation:**

Fishbone/Ishikawa diagrams are appropriate because they provide a structured root-cause-analysis method for investigating a quality problem such as an elevated product-defect rate. The team begins by placing the stated effect—high defects—at the head of the diagram. It then identifies and organizes possible contributing causes along branches, commonly using manufacturing-oriented categories such as people, machines, materials, methods, measurement, and environment. This visual structure helps a cross-functional team move beyond symptoms and systematically explore process conditions that could be producing defects. The diagram can be populated through brainstorming, production observations, inspection findings, and defect data, after which the team can validate the most likely causes with additional analysis or testing. Identifying verified root causes enables the organization to select targeted corrective actions, improve process controls, and reduce recurring defects. The American Society for Quality describes the fishbone diagram as a cause-and-effect tool used to identify many possible causes for a problem and to organize ideas into useful categories. See the ASQ Fishbone Diagram resource and the ASQ Root Cause Analysis resource.

**QUESTION NO: 31**

During the stabilization phase for recently deployed software, an end user reports a bug that is compromising data integrity. Which of the following tools will the project manager MOST likely use?

**A.** Issue log

**B.** Defect log

**C.** Change log

**D.** Task board

**ANSWER: B**

**Explanation:**

**Defect log** is the appropriate tool because the reported condition is a software defect discovered after deployment. During stabilization, the project team monitors the newly released solution, captures production-reported defects, evaluates their severity and impact, assigns ownership, tracks investigation and remediation, and verifies closure. A defect that compromises data integrity requires particularly careful recording and prioritization, because inaccurate, corrupted, or inconsistent data can affect business operations and may require urgent containment as well as a permanent fix.

A defect log provides a structured record for this lifecycle. Typical entries identify the defect, document the user-reported symptoms and environment, record the impact and severity, link the item to testing or corrective work, show its status and assignee, and retain the resolution and validation results. This creates traceability from the initial end-user report through resolution, which is essential while the deployment is being stabilized. The ISTQB glossary defines defect management as the process of recognizing, recording, classifying, investigating, resolving, and disposing of defects; a defect log is a practical project artifact used to support that process. See the ISTQB definition of defect management and CompTIA's Project+ certification overview.

## QUESTION NO: 32

A project team is preparing to conduct a sprint review for a newly developed application feature. Which of the following activities should occur during the sprint review? (Select TWO).

**A.** Demonstrate the completed increment.

**B.** Gather stakeholder feedback.

**C.** Assign individual performance ratings.

**D.** Approve the project charter.

**E.** Finalize the lessons learned report.

**ANSWER: A B**

**Explanation:**

**Demonstrate the completed increment** allows stakeholders to inspect the working result of the sprint. **Gather stakeholder feedback** helps the team and product owner determine whether the delivered functionality meets current needs and whether the product backlog should be adjusted. A sprint review is focused on inspecting the product outcome and adapting future work; it is not primarily a meeting for evaluating individual team performance or assigning detailed tasks. The Scrum Guide describes the Sprint Review as an event for inspecting the outcome of the Sprint and determining future adaptations.

## QUESTION NO: 33

A program manager is reviewing the project portfolio and prioritizing each project based on the company's strategic plan. Which of the following should be considered in this evaluation? (Select TWO).

**A.** Company vision

**B.** Global environment

**C.** Brand value

**D.** Mission statement

**E.** Portfolio budget

**F.** Local legislation

**ANSWER: A D**

**Explanation:**

Company vision and Mission statement are the strategic anchors for portfolio prioritization. A company vision describes the organization's desired future state and long-term direction. It helps a program manager assess whether proposed and active projects move the organization toward the future it intends to create. A mission statement defines the organization's fundamental purpose, the customers or stakeholders it serves, and the broad value it is intended to deliver. Together, these statements translate organizational strategy into a basis for comparing projects and programs. When reviewing a portfolio, the program manager should favor work that has a clear, demonstrable contribution to that direction and purpose, because portfolio management is intended to maximize strategic value rather than merely manage individual projects independently. This alignment also supports consistent governance decisions, benefit realization, and communication with executive stakeholders about why resources are being directed to particular initiatives. CompTIA's Project+ objectives include aligning project activities with organizational strategy and business goals; see the CompTIA exam objectives resource. PMI likewise explains that portfolio management focuses on selecting and managing work to achieve strategic objectives in its portfolio management overview.

**QUESTION NO: 34**

Which of the following communication tools would a project manager use to broadcast information without being assured the information will be received?

**A.** Telephone

**B.** Videoconference

**C.** Face-to-face

**D.** Email

**ANSWER: D**

**Explanation:**

Email is the appropriate tool for broadcasting information when the project manager does not need immediate confirmation that every intended recipient has received or understood the message. It is an asynchronous, push-based communication method: a sender can distribute the same message efficiently to a mailing list or stakeholder group, while recipients can read it later according to their availability. This makes email useful for routine project communications such as status reports, meeting minutes, schedule updates, general announcements, and links to project artifacts. Although email systems may provide delivery notifications or read receipts in some circumstances, those mechanisms do not reliably assure that a recipient has reviewed or comprehended the information. Therefore, a project manager should use a different communication approach and follow-up process for urgent matters, critical approvals, or communications requiring acknowledgment. The Project Management Institute identifies communication methods such as push communication, where information is sent to specified recipients without ensuring that it was received or understood; email is a common example. See the Project Management Institute's discussion of project communications management and the CompTIA Project+ certification overview.

**QUESTION NO: 35**

Which of the following are primary features provided by a standard IaaS solution? (Select two).

**A.** Encryption

**B.** Storage

**C.** Networking

**D.** User interface

**E.** Access

**F.** Database

**ANSWER: B C**

**Explanation:**

In the context of this question, “IaaS” is evidently intended to mean Infrastructure as a Service (IaaS), a cloud model that supplies foundational, on-demand IT infrastructure. **Storage** is a primary IaaS capability because customers need persistent block, file, or object storage for virtual machines, application data, backups, and project workloads. The cloud provider operates the underlying physical storage systems while customers provision and manage the storage resources needed by their solutions. **Networking** is also a core IaaS capability. IaaS platforms provide virtual networking components such as virtual networks, subnets, routing, IP addressing, gateways, and firewall/security-group controls. These resources allow hosted workloads to communicate with one another, with organizational environments, and, where required, with the internet. Together, storage and networking form part of the infrastructure layer that supports cloud-hosted compute and applications. This aligns with the National Institute of Standards and Technology definition of IaaS, which identifies storage and networks as resources the consumer can provision and use, while the provider manages the underlying cloud infrastructure. See the NIST definition of cloud computing and CompTIA’s cloud computing overview.

## QUESTION NO: 36

A PM is working on a strategy to store records. Which of the following dements must be included in this plan? (Select TWO)

**A.** Data management

**B.** Issue management

**C.** Work breakdown structure

**D.** Document management

**E.** Communication management

**F.** Risk management

**ANSWER: A D**

**Explanation:**

**Data management** and **Document management** are essential components of a project records-storage strategy. Data management establishes how project data will be classified, stored, protected, accessed, retained, and, when appropriate, disposed of. This includes maintaining data integrity, availability, confidentiality, and consistency so that project information remains trustworthy for decision-making, reporting, audits, and operational use. A project manager should ensure that the approach aligns with organizational policies and any applicable security, privacy, contractual, or regulatory requirements.

Document management defines the controlled handling of project documents throughout their life cycle. The plan should specify such practices as document repositories, naming and versioning conventions, ownership, access permissions, approval controls, retrieval methods, retention periods, and archival or disposal procedures. These controls help ensure that records such as plans, requirements, approvals, meeting records, and deliverables can be located and relied on when needed. Together, data management and document management provide the governance needed to preserve complete, accessible, and reliable project records. CompTIA includes information management among core project-management considerations; see CompTIA Project+. For established records-management lifecycle principles, see the U.S. National Archives records management guidance.

## QUESTION NO: 37

A project team has just experienced an unexpected event and implemented a work-around. Which of the following documents should be used to record the event? (Select TWO).

**A.** Risk report

**B.** Defect log

**C.** Issue log

**D.** Backlog

**E.** Change log

**F.** Progress report

## ANSWER: C E

**Explanation:**

**Issue log** and **Change log** should record this situation. An unexpected event that has occurred during project execution is an issue, rather than merely a possible future condition. The issue log provides a central record of the event, its date and impact, the person responsible for addressing it, the selected workaround, and its current resolution status. Capturing this information supports accountability, follow-up, communication, and lessons learned throughout the project lifecycle.

A workaround is an action taken in response to an issue. When implementing that action changes a controlled element of the project—for example, planned work, schedule activities, resource assignments, cost, scope, or a baseline—the change log documents the change and preserves its traceability. It records that the workaround was implemented and enables the project team and stakeholders to understand its associated status and impact. Together, these records distinguish the operational event from the controlled adjustment made to respond to it. This aligns with Project+ expectations for using project documentation to monitor issues, control changes, and maintain clear project records. See the CompTIA Project+ exam objectives and PMI's change-control guidance.

## QUESTION NO: 38

Which of the following activities are performed during the closing phase? (Select three).

**A.** Requesting project charter sign-off

**B.** Recognizing project team efforts and rewarding team members

**C.** Working with the financial team to obtain return of investment

**D.** Revoking resource credentials from the system

**E.** Updating the risk register with new findings

**F.** Informing the functional manager about the release of resources

**G.** Monitoring project team performance

## ANSWER: B D F

**Explanation:**

Recognizing project team efforts and rewarding team members is a closing activity because project completion is an appropriate time to formally acknowledge contributions, celebrate delivery, and document appreciation before the team disbands or moves to other work. Revoking resource credentials from the system is also performed as part of closure: access granted for project systems, repositories, environments, and data should be removed when individuals no longer require it. This supports an orderly transition to operational ownership and maintains security after project work is complete. Informing the functional manager about the release of resources completes the administrative resource-release process. In a functional or matrix organization, the functional manager needs confirmation that assigned personnel are available to return to regular duties or be allocated to a new initiative. These actions align with closing work that formally completes project responsibilities, releases project resources, and transitions access and accountability after the deliverable has been accepted. CompTIA's Project+ exam objectives include project closure activities such as obtaining final acceptance, closing documentation, transitioning deliverables, and releasing resources. See CompTIA Exam Objectives and PMI's overview of project closing practices.

## QUESTION NO: 39

Which of the following items must be protected as PII? (Select TWO).

**A.** Job title

**B.** Home address

**C.** Work phone number

**D.** Time zone

**E.** Date of birth

**F.** Blood type

## ANSWER: B E

**Explanation:**

Home address and date of birth are the items that must be handled as personally identifiable information (PII). A home address directly identifies where an individual lives and can be used to contact, locate, or target that person. Date of birth is a persistent personal attribute frequently used to verify identity and, especially when combined with a name or address, can materially increase the risk of identity theft, account compromise, or fraudulent impersonation. Project teams can encounter these data elements in stakeholder lists, employee records, customer documentation, testing data, project communications, and vendor materials. They should apply the organization's data-classification, privacy, access-control, retention, and secure-disposal requirements to prevent unauthorized collection, exposure, or use. The National Institute of Standards and Technology defines PII as information that can distinguish or trace an individual's identity, either alone or when combined with other information. Its guidance specifically recognizes data elements such as address and date of birth as information that can contribute to identifying an individual. See NIST's PII glossary definition and NIST SP 800-122 for privacy-protection guidance.

## QUESTION NO: 40

Hackers are attempting to extract large amounts of data to sell on the dark web. Which of the following steps should a project manager take next to mitigate this risk?

**A.** Update the issue log.

**B.** Apply the contingency plan.

**C.** Transfer the risk.

**D.** Submit a change request.

## ANSWER: B

**Explanation:**

Applying the contingency plan is the appropriate next step because the described cybersecurity risk is actively occurring or imminent: attackers are attempting to exfiltrate sensitive data. A contingency plan defines the preapproved response actions to take when a specified risk trigger occurs. For a suspected data-exfiltration incident, those actions may include activating the incident-response process, isolating affected systems, disabling compromised accounts or connections, preserving evidence, notifying designated security and leadership stakeholders, and engaging legal or compliance teams as required. Using the established plan enables a fast, coordinated response under predefined authority, which is essential for limiting data loss and reducing business impact. It also ensures project actions align with organizational security governance rather than being improvised during an incident. NIST incident-handling guidance similarly emphasizes executing coordinated containment and response activities once a security incident is identified. See NIST SP 800-61r3, Incident Response Recommendations and Considerations for Cybersecurity Risk Management and CompTIA's Project+ certification overview.

## QUESTION NO: 41

Which of the following would be the NEXT document a project manager should update once the need to procure goods and/or services is identified?

**A.** Memorandum of understanding

**B.** Request for information

**C.** Statement of work

**D.** Non-disclosure agreement

## ANSWER: C

**Explanation:**

**Statement of work** is the appropriate document to update when the project identifies a need to obtain goods or services externally. The statement of work defines the work the seller will be expected to perform or the product it must provide. For a procurement, it should translate the project need into clear, measurable requirements, including scope boundaries, deliverables, performance expectations, applicable standards, timing, acceptance criteria, and any constraints that prospective suppliers need to understand.

Updating this document at this point ensures the procurement is aligned with the approved project scope before the team approaches the market. A sufficiently detailed statement of work provides the baseline for later solicitation documents and for evaluating whether a supplier's proposed solution meets the project's actual needs. It also supports contract development by establishing a shared, objective description of what will be delivered and how completion will be accepted. The U.S. General Services Administration describes a statement of work as a document that describes the work to be performed and the expected results; see GSA's Statement of Work guidance. The U.S. Department of Energy likewise identifies the SOW as the document defining contract work requirements in its project-management resources.

## QUESTION NO: 42

Which of the following should a product manager choose in order to enable collaboration between team members located in different regions? (Select two).

**A.** Real-time surveys/polling

**B.** Wiki knowledge base

**C.** Spreadsheets

**D.** Meetings/face-to-face

**E.** Real-time, multiauthoring editing software

**F.** Charting/diagramming

## ANSWER: B E

**Explanation:**

**Wiki knowledge base** and **Real-time, multiauthoring editing software** provide complementary capabilities that support effective collaboration for a geographically distributed project team. A wiki knowledge base creates a shared, searchable repository for project information, including requirements, decisions, procedures, lessons learned, and status information. Team members can contribute and retrieve that information asynchronously, which is particularly valuable when regional work schedules and time zones do not overlap. It also helps maintain a common understanding of current project information and preserves organizational knowledge as the work progresses.

Real-time, multiauthoring editing software allows several authorized team members to work on the same document or project artifact concurrently. This supports rapid joint development of plans, specifications, reports, and other deliverables while ensuring participants are working from a current shared version. Features such as simultaneous editing, comments, and version history improve coordination and make it easier for distributed contributors to review, refine, and approve work. Together, these tools support both persistent knowledge sharing and active collaborative creation, which are core communication needs for teams working across regions. CompTIA Project+ addresses the use of collaboration and communication tools as part of managing project work; see CompTIA Project+ and Atlassian's knowledge-base guidance.

## QUESTION NO: 43

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:**

"Validate the status report" and "Monitor performance" are the recurring activities most directly associated with managing contracted vendors. Throughout project execution, the project manager needs timely, reliable vendor status information to assess work completed, upcoming milestones, risks, dependencies, and any variance from contractual commitments. Validating a vendor's status report means confirming that reported progress is credible and consistent with project evidence, agreed reporting requirements, and delivery expectations.

Monitoring performance is likewise continuous because the project manager must compare the vendor's actual results with contract terms, service-level expectations, schedule commitments, quality criteria, and other measurable performance indicators. This ongoing oversight enables early identification of trends that could affect cost, schedule, scope, quality, or risk, allowing the project team to coordinate corrective actions and maintain stakeholder visibility. These practices align with CompTIA Project+ coverage of vendor and supplier management, including tracking performance and managing project communications. See the CompTIA Project+ certification page and the CompTIA exam objectives resource for the current objectives and supporting materials.

## QUESTION NO: 44

A PM has identified all the resources involved in a project. The next step is to identify which resources are responsible for which tasks. Which of the following should be used to document this information?

**A.** RFI

**B.** RACI

**C.** WBS

**D.** SOW

**ANSWER: B**

**Explanation:**

RACI is the appropriate tool because it documents task-level roles and responsibilities for the people or groups involved in a project. As a responsibility assignment matrix, it maps each activity or deliverable to the applicable stakeholders and clarifies who is Responsible for performing the work, who is Accountable for its completion and approval, who must be Consulted for input, and who should be Informed of progress or decisions. Once project resources have been identified, this structured mapping gives the project manager a practical way to assign ownership, establish decision authority, and communicate expected participation for every task. It also supports effective coordination by making responsibilities visible across the team, reducing uncertainty about handoffs and approvals. A RACI matrix can be created from the work defined in project planning and maintained as responsibilities evolve. This use aligns with the Project Management Institute's description of responsibility assignment matrices as a way to show project-resource assignments and with standard RACI role definitions. See the Project Management Institute's guidance on responsibility assignment matrices and the Atlassian overview of roles and responsibilities.

## QUESTION NO: 45

Which of the following best describes when a project team needs to collect and analyze large sets of data?

**A.** Data mining

**B.** Data classifying

**C.** Data scrubbing

**D.** Data warehousing

## ANSWER: A

**Explanation:**

Data mining is the correct term for examining large volumes of data to identify meaningful patterns, correlations, trends, and other insights that can support decisions. In a project setting, the team may use data mining when it needs evidence from extensive historical or operational information—for example, to identify recurring quality defects, forecast schedule or cost outcomes, detect risk indicators, analyze stakeholder or customer behavior, or find relationships among project performance measures. The essential purpose is not merely to hold the data, but to apply analytical methods that turn raw, high-volume data into actionable knowledge. This can involve statistical analysis, pattern recognition, querying, or machine-learning techniques, depending on the project's needs and the available tools. The U.S. National Institute of Standards and Technology describes data mining as the extraction of implicit, previously unknown, and potentially useful information from data. IBM similarly explains that data mining finds anomalies, patterns, and correlations within large data sets. These capabilities make data mining the best description of the team's need to collect and analyze substantial data sets in order to improve project decisions and outcomes. See NIST's data-mining glossary definition and IBM's overview of data mining.

## QUESTION NO: 46

A retail store is rolling out a new point-of-sale solution to several locations where the staff members normally use cash registers. Which of the following activities will best assist staff members with integrating this new solution? (Select two).

**A.** Documentation

**B.** Team collaboration

**C.** Gap analysis

**D.** Training sessions

**E.** Touch points

**F.** Progress monitoring

## ANSWER: A D

**Explanation:**

**Documentation** and **Training sessions** best support staff members as they transition from traditional cash registers to a new point-of-sale solution. Training gives end users the practical knowledge and confidence to carry out their daily work in the new system. For a retail deployment, this can include processing sales, refunds, discounts, payment exceptions, drawer management, and end-of-day activities. Hands-on practice is especially valuable because employees need to use the solution accurately while serving customers in a time-sensitive environment.

Documentation provides accessible, consistent support after formal training is complete. Useful materials include quick-reference guides at each register, standard operating procedures, troubleshooting instructions, and answers to common questions. These job aids reinforce training and enable employees to resolve routine issues without interrupting store operations. Together, training and documentation are core organizational change-management responses because they prepare impacted users for new processes and provide continuing operational support. CompTIA's Project+ exam objectives include organizational change-management considerations such as training, communication, and documentation. See the CompTIA exam objectives resource and the PMI overview of organizational change management.

## QUESTION NO: 47

While working in a collaborative, online brainstorming session, team members send private messages to the facilitator about challenges understanding others when they are speaking due to accents and background noises. Which of the following should the facilitator do to overcome the challenges?

**A.** Instruct the team members to set their speakers to maximum volume and mute their microphones.

**B.** Require everyone to turn on their cameras and use the same background filter.

**C.** Encourage the use of the chat and use plain language when speaking.

**D.** Allow one person to speak at a time after receiving acknowledgment from the facilitator.

## ANSWER: C

**Explanation:**

Encourage the use of the chat and use plain language when speaking is correct because it provides an accessible, practical communication path when spoken discussion is difficult to understand. Chat gives participants a written channel for sharing ideas, asking for clarification, and confirming key points without requiring them to accurately interpret every spoken word. Written messages also create a useful record of brainstorming contributions that the facilitator can review and incorporate into the session output.

Using plain language further improves mutual understanding among a diverse team. The facilitator and speakers should favor clear, direct wording, common terminology, concise sentences, and explicit requests or decisions. This reduces ambiguity that can arise when participants have different language backgrounds, communication styles, or familiarity with technical terms. Together, chat and plain language support inclusive participation: team members can contribute confidently even if audio quality, accents, or environmental noise make real-time verbal exchanges challenging. This approach aligns with the Project+ emphasis on selecting communication methods and styles appropriate to stakeholder needs and project circumstances. See CompTIA Project+ certification information and the U.S. government plain-language guidelines.