



PK0-002
Project+

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Exam name: Project+
Questions & Answers: 396 Q&A
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Exam: PK0-002 Certification Questions & Answers

Question 1:

.To reduce project coordination and communication complexities, regular status meetings should be held frequently with the:

- A. Customer
- B. Stakeholders
- C. Project team
- D. Vendors

Answer: C

Question 2:

The project manager identified the need for two additional application architects. These positions were not included in the original project budget. The project manager communicated the need for the architects in a conversation with the project sponsor. During the conversation, the project sponsor verbally approved the two roles. During a budget review, one month after the two application architects had begun work on the project, the project sponsor was surprised to learn that the project had added two additional roles.

What should the project manager have done?

- A. Changed the baseline budget to reflect the two additional roles.
- B. Documented the two additional roles in the project status report.
- C. Obtained written confirmation from the project sponsor to add the two additional roles.
- D. Reminded the project sponsor of the two additional roles by leaving a voice mail message.

Answer: C

Question 3:

Exhibit:

Project Assumptions: It is January and you have just been assigned as the project manager and given the scope statement for the new payroll conversion project. Management has determined that by bringing payroll in-house the company will cut monthly expenses by \$15,000, and will only add 2 full time people with a pay rate of \$48,000 each. The new hires will start working in November so they can be trained prior to the project cut over. Current active employees on the system is 1500, with an annual turnover of around 25%.

Scope Statement: Convert the payroll system so that the first live payroll processes on the in-house system for the first payroll of next year. The system will run parallel for about a quarter, but must run the two consecutive parallel payrolls with 100% match before the live cut over. We must convert 5 years of history.

Estimated Project Cost:			
Hardware	75,000	total	
Software	50,000	total	
Internal Labor	30,000	per month	
External Labor	50,000	per month	Testking

Given the project assumptions and scope statement shown in the exhibit, what must be completed first?

- A. Convert payroll data by September.
- B. Have live payroll run after December 31st.
- C. Have parallel payroll runs for three months.
- D. Have 100% accurate live payroll run in January.

Answer: A

Question 4:

Which two phases of a project are least likely to require iteration of the tasks to complete? (Choose two)

- A. Unit testing
- B. Systems design
- C. Systems testing
- D. Project initiation
- E. Systems analysis
- F. Systems integration
- G. Systems development
- H. Requirements analysis
- I. Systems implementation
- J. User acceptance testing

Answer: D,J

Question 5:

.A necessary task in preparation of the Close Out phase is:

- A. Project review
- B. Risk assessment
- C. Change control
- D. Configuration management

Answer: A

Question 6:

.During the planning and implementation phases, there is often a need to conduct trade-offs between several approaches to the project execution. The trade-offs are made between _____.

- A. Scope, issues, and risks.
- B. Risk, schedule, and quality.
- C. Cost, schedule, and quality.
- D. Overhead, direct cost, and expenses.
- E. Design, engineering, and implementation.

Answer: C

Question 7:

The project sponsor is responsible for:

- A. both project funding and outcome.
- B. neither project funding nor outcome.
- C. project funding but not outcome.
- D. project outcome but not funding.

Answer: A

Question 8:

Select the BEST method for analyzing project communication needs.

- A. Communication infrastructure review
- B. Stakeholder analysis
- C. Review information distribution systems
- D. Project documentation analysis

Answer: B

Question 9:

What are three acceptable outcomes of a successful review of the project requirements with the client? (Choose three)

- A. Approve requirements list "as is".
- B. Agree to disagree on some requirements and move forward with the planning phase.
- C. Agree on revisions that need to be made to the requirements, then resubmit for review and approval.
- D. Agree on revisions that need to be made to the requirements, then move forward with the planning phase.

Answer: A,C,D

Question 10:

Project progress reports are:

- A. Used to predict future status and progress.
- B. An important element of communications.
- C. Needed at least weekly.
- D. Of use mostly to the project sponsor.

Answer: B

Explanation:

Stakeholders, team members, the management team and the customer may all have interest in the performance progress reports. Performance reviews are status meetings where the performance measures are reported.

Question 11:

The prime construction contractor in a renovation project withdraw during early construction. A new contractor was chosen and new crews reported to the job. The project manager held an introductory meeting.

What is the MOST important item to communicate in this meeting?

- A. Establishing authority as the manager in charge.
- B. Introduce the team members and the communications exchange.
- C. Identify the project goals and objectives.
- D. Outline the rules regarding crew behavior and performance.

Answer: C

Question 12:

Over the course of a long-term project, there have been several major change orders and the project manager is aware that the project has exceeded the originally planned schedule and budget. The project manager schedules a meeting with the stakeholders to examine this project. After a long and careful examination of the project during the meeting, it is determined that this project is no longer an innovation as planned, but may still have some usefulness for the future. What is the MOST appropriate course of action?

- A. Continue the project until completion and determine whether it can be used or not at that time
- B. Determine the salvage value of the project, terminate the project and complete an End of Project review for future learning, and copyright the idea if possible, since the project no longer serves the company's purpose
- C. Continue the project with no change orders to fit the company's needs
- D. Terminate the project and complete an End of Project review

Answer: B

Question 13:

.The SOW (Statement of Work) is another name for the:

- A. WBS (Work Breakdown Structure).
- B. Cost benefit analysis.

- C. Requirements specifications.
- D. Narrative description of the work to be accomplished.

Answer: D

Explanation:

SOW contains the details of a procurement item in clear, concise terms and includes the project objectives, a description of the work of the project, concise specifications of the product or services required and a project schedule. Either buyer or seller may prepare the SOW.

Question 14:

.The first step for initiating the planning process of a project is to:

- A. Establish a project schedule.
- B. Plan the scope of the project.
- C. Identify project risks.
- D. Prepare the project budget.

Answer: B

Explanation:

In the planning phase, you develop a scope document that details the scope of the project and a project plan that stipulates how you're going to go about getting the project done. It is in the planning phase that you begin the design of your project

Question 15:

The IT Project Manager want to break down the major project deliverables into smaller, self-contained, more manageable elements for tracking purposes. What is this process known as?

- A. Feasibility Breakdown
- B. Parametric Analysis
- C. Scope Definition
- D. Cost / Benefit Analysis

Answer: C

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