

PK0-004^{Q&As}

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QUESTION 1

Given the table below for a house construction project: The table above is an example of which of the following project artifacts?

1.0 Planning	2.0 Define requirements	3.0 Determine vendor	4.0 Design house	5.0 Determine supplies
	2.1 Write vendor requirements	3.1 Research potential vendors	4.1 Draft blueprint	5.1 Make a supply
	2.2 Write business requirements	3.2 Contact vendors for interest	4.2 Finalize blueprint	
	2.3 Prioritize requirements	3.3 Review vendor bids		

- A. Project plan
- B. SOW
- C. WBS
- D. RTM
- E. RBS
- F. Status report
- Correct Answer: E

QUESTION 2

Which of the following are characteristics of a matrix organization? (Choose three.)

- A. The project manager has full authority.
- B. Resources report directly to the functional manager.
- C. Authority is shared between functional and project managers.
- D. Resources are assigned from functional area to project.
- E. There is ad hoc resourcing.
- F. The organization utilizes a bench.
- G. The project manager authority ranges from strong to weak.

Correct Answer: CDE

QUESTION 3

A key stakeholder asked several members of the project team to make project changes without submitting them for approval. Because the stakeholder is related to the Chief Executive Officer (CEO), the team members are reluctant to



deny these requests. Which of the following should the project manager do FIRST to control this situation?

- A. Have the team members deny all change requests from this stakeholder
- B. Ask the project sponsor for more funding to anticipate the change requests from the key stakeholder
- C. Contact the key stakeholder to encourage the submission of written change requests
- D. Request additional resources from the project team to complete the change requests from the key stakeholder

Correct Answer: C

QUESTION 4

A customer has requested a new feature be included in the next iterative release. The customer has agreed to move a previously planned feature to a subsequent release and increase the budget. Which of the following is the MOST appropriate scheduling action?

A. Analyze the critical path and update the WBS with the new feature

B. Add the new feature and reprioritize the product backlog

C. Add the new feature to the next sprint and move the old feature to the following sprint

D. Conduct a retrospective with the team to discuss the change and introduce the feature

Correct Answer: C

QUESTION 5

A change must be made to a project to comply with municipal code. The project manager updates the relevant shared project documents. The key stakeholders subsequently update the documents with new information. When the project deliverables are reinspected, they fail the inspection. Which of the following is the MOST likely reason for the failed inspection?

A. There were insufficient resources assigned to the task.

B. The prior document version was not reviewed.

- C. Version control processes were not applied.
- D. The CCB was not contacted.

Correct Answer: C



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