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**Shared by Russo on 10-05-2023**

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# Question 1

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**Question Type:** MultipleChoice

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Which of the following is a test that is done on an existing system to ensure the previous functionality still works after a change has been made?

**Options:**

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- A- Smoke testing
- B- Regression testing
- C- Unit testing
- D- User acceptance testing

**Answer:**

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B

**Explanation:**

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Regression testing is a type of testing that is done on an existing system to ensure that the previous functionality still works after a change has been made. Regression testing is a process of retesting or verifying that a software system or application still performs as

expected after it has been modified or updated with new features, bug fixes, patches, etc. Regression testing can help to detect any errors or defects that may have been introduced by the change and ensure that no functionality has been broken or degraded.

## Question 2

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**Question Type:** MultipleChoice

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A system was implemented, and testing was successfully completed. Which of the following should the project manager do NEXT?

### Options:

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- A- Validate against the scope statement and ask for sign-off.
- B- Run a control chart to ensure the quality of the deliverables.
- C- Review the risk register and close up residual risks.
- D- Start the training and handoff for the operations team.

### Answer:

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A

## **Explanation:**

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The project manager should validate against the scope statement and ask for sign-off after a system was implemented and testing was successfully completed. The scope statement is a document that defines and documents the project scope, objectives, deliverables, requirements, assumptions, and constraints. The scope statement can help to establish a common understanding and agreement between the project manager and the stakeholders on what the project aims to achieve and deliver. Validating against the scope statement means checking whether the project deliverables meet the agreed-upon scope criteria and quality standards. Asking for sign-off means requesting formal acceptance and approval of the project deliverables from the stakeholders.

## **Question 3**

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### **Question Type: MultipleChoice**

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An institution wants to implement software solutions to help manage the internal flow for formally responding in writing to citizens' complaints. Which of the following solutions would be BEST?

## **Options:**

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**A-** Enterprise resource planning and end user applications

- B-** Electronic document and record management systems
- C-** Customer relationship management and databases
- D-** Content management and financial systems

**Answer:**

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B

**Explanation:**

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Electronic document and record management systems would be the best software solutions to help an institution manage the internal flow for formally responding in writing to citizens' complaints. Electronic document and record management systems are software systems that help organizations create, store, organize, manage, track, and distribute electronic documents and records. Electronic document and record management systems can help to improve efficiency, productivity, collaboration, compliance, and security of document and record management processes and workflows<sup>3</sup>

## Question 4

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**Question Type:** MultipleChoice

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An organization was fined due to an audit finding that revealed a third-party vendor was able to see secured project information in a recently implemented system. Which of the following was the cause of this situation?

**Options:**

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- A- The ticket system provided access by default without any approval.
- B- The project manager did not perform proper project planning.
- C- The system is lacking proper access controls.
- D- Sensitive data was incorrectly classified during the audit process.

**Answer:**

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C

**Explanation:**

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The system is lacking proper access controls if a third-party vendor was able to see secured project information in a recently implemented system that resulted in a fine for the organization. Access controls are security mechanisms that regulate who or what can view, use, or modify data or resources in a system or network. Access controls typically involve authentication and authorization processes that verify the identity and permissions of users or devices before granting them access. Access controls can help to protect data confidentiality, integrity, and availability and prevent unauthorized access, misuse, or theft<sup>12</sup>

## Question 5

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**Question Type:** MultipleChoice

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A PM learns about some communication issues with different stakeholders and team members. Which of the following should the PM do NEXT?

### Options:

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- A- Escalate the communication issues.
- B- Implement a communication platform.
- C- Review the communication plan.
- D- Talk with the head of the PMO.

### Answer:

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C

### Explanation:

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The project manager should review the communication plan after learning about some communication issues with different stakeholders and team members. A communication plan is a document that defines and documents the communication goals, strategies, methods,

channels, frequency, roles, and responsibilities for a project. A communication plan can help to facilitate effective and timely communication among all stakeholders involved in a project and avoid confusion, misunderstanding, or conflicts.

## Question 6

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**Question Type:** MultipleChoice

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During a brainstorming meeting, a project manager identifies multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals. Which of the following plans is the project manager creating?

### Options:

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- A- Procurement
- B- Communication
- C- Quality assurance
- D- Risk

### Answer:

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C



### **Explanation:**

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The project manager is creating a quality assurance plan when identifying multiple techniques that will help the project team ensure confidence and alignment with the project scope and goals during a brainstorming meeting. A quality assurance plan is a plan that defines and documents the standards, criteria, methods, activities, and tools for ensuring and verifying that the quality requirements and expectations of a project are met. A quality assurance plan can help to improve the quality of the project processes and deliverables and prevent or reduce defects or errors.

## **Question 7**

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### **Question Type: MultipleChoice**

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During a code implementation, a senior developer and junior tester are discussing the testing scenarios that were performed. A major malfunction resulted in an inoperative product condition. As a result, the team was forced to work until midnight to restore operations. Which of the following should the PM have generated FIRST to alleviate the impact of this issue prior to deployment?

### **Options:**

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**A-** A risk budget

- B-** A risk impact
- C-** A change request
- D-** A contingency plan

**Answer:**

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D

**Explanation:**

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The project manager should have generated a contingency plan first to alleviate the impact of this issue prior to deployment where a major malfunction resulted in an inoperative product condition during a code implementation. A contingency plan is a plan that outlines alternative courses of action or strategies to deal with potential problems or risks that may occur during a project. A contingency plan can help to prevent or minimize the negative impacts of unforeseen events or issues on the project objectives and deliverables and ensure business continuity and stability.

## Question 8

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**Question Type:** MultipleChoice

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A project manager reports that the implementation of a new system is on track to be completed under budget and ahead of the schedule. A stakeholder then asks the manager to add mobile device functionality. Which of the following should the project manager do in response to the request?

### Options:

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- A- Decline because it is not included in the project scope.
- B- Assess the impact of the request and create a change request
- C- Create new functional and non-functional requirements for mobile devices.
- D- Revise the baseline of the project plan by adding the new requirements.

### Answer:

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B

### Explanation:

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Assess the impact of the request and create a change request. The project manager should assess the impact of the request and create a change request in response to the stakeholder asking to add mobile device functionality to a project that is on track to be completed under budget and ahead of schedule. A change request is a document that formally proposes and records a modification or addition to some aspect of a project, such as scope, schedule, cost, quality, or resources. A change request can help to communicate and justify the need and rationale for the change and its implications on the project objectives and deliverables. A change request also helps to initiate the change control process, which involves reviewing, approving, implementing, and monitoring the change<sup>12</sup>

## Question 9

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**Question Type:** MultipleChoice

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When creating a project schedule, a project manager adds activities with zero duration. Which of the following describes these types of activities?

**Options:**

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- A- Critical paths
- B- Resources
- C- Milestones
- D- Work breakdown structures

**Answer:**

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C

**Explanation:**

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Milestones are activities with zero duration that are added to a project schedule by a project manager. Milestones are significant events or achievements in a project that mark the completion of a phase, deliverable, or task. Milestones can help to track and measure the progress and performance of a project and communicate it to stakeholders.

## Question 10

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**Question Type:** MultipleChoice

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A project manager needs to update the project sponsor and senior stakeholders about the progress of a project. Which of the following tools will the project manager MOST likely use?

### Options:

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- A- Dashboard
- B- Gantt chart
- C- Work breakdown structure
- D- Requirements Traceability Matrix

### Answer:

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A

### **Explanation:**

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A dashboard is a tool that the project manager will most likely use to update the project sponsor and senior stakeholders about the progress of a project. A dashboard is a graphical tool that displays key performance indicators (KPIs), metrics, and data related to a project using charts, graphs, tables, or other visual elements. A dashboard can help to provide a quick and easy overview of the project status and performance and highlight any issues or risks that need attention.

## **Question 11**

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### **Question Type: MultipleChoice**

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Defects associated with project deliverables have been reported. The project team needs to find the cause of the defects. Which of the following tools should the project team use to find the cause?

### **Options:**

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**A-** Kanban board

- B- Pareto chart
- C- Ishikawa diagram
- D- Decision tree

**Answer:**

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C

**Explanation:**

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An Ishikawa diagram is a tool that the project team should use to find the cause of the defects associated with project deliverables. An Ishikawa diagram, also known as a fishbone diagram or a cause-and-effect diagram, is a graphical tool that shows the possible causes of a problem or effect using a fishbone-like structure. An Ishikawa diagram can help to identify and analyze the root causes of defects or issues and find solutions to prevent or eliminate them.

## Question 12

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**Question Type:** MultipleChoice

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For an upcoming project kickoff, a PM is looking for a way to illustrate roles for major project activities. Which of the following would be the MOST useful option?

**Options:**

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- A- Resource plan
- B- Organizational chart
- C- Project charter
- D- RACI chart

**Answer:**

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D

**Explanation:**

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A RACI chart would be the most useful option for the project manager to illustrate roles for major project activities for an upcoming project kickoff. A RACI chart is a visual representation of a RACI matrix that shows who is responsible, accountable, consulted, and informed for each task or activity in a project using a table format. A RACI chart can help to communicate and document the roles and expectations of each team member and stakeholder for the project and ensure alignment and agreement.



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