Which of the following documents serves as an informal contract between the project team and the project sponsor?

a. team members’ employment contracts

b. project charter

c. project roadmap

d. business case

ANSWER: B

The project charter grants the project team the right to:

a. begin project execution

b. develop the project mission statement

c. create a detailed project plan

d. write a detailed business case

ANSWER: C

The project charter serves all of the following purposes EXCEPT:

a. authorizes the project manager to proceed

b. develops a common understanding between the sponsor and the project team

c. quickly screens out obviously poor projects

d. describes skill sets needed for the project

ANSWER: D

The project charter should help the project team and the project sponsor to develop a common understanding of what the project is all about. All of the following items are elements of that common understanding EXCEPT:

a. understanding how the project aligns with the goals of the organization

b. understanding the detailed project schedule

c. understanding project success measures

d. understanding what is included and excluded

ANSWER: B

Within the project charter, the scope overview accomplishes all of the following EXCEPT:

a. identifies the major schedule milestones for the project

b. describes the work that must be performed to deliver a product, service or result.

c. distinguishes between what the project will and will not do.

d. describes at a high level what needs to be accomplished and how it will be done.

ANSWER: A

During iteration planning in an agile project, agreement is reached regarding:

a. the length of the next sprint.

b. detailed stakeholder requirements.

c. the definition of done.

d. positive and negative risks.

ANSWER: C

Which of the following charter elements defines the project purpose and justifies the necessity of the project?

a. scope control plan

b. acceptance criteria

c. business case

d. scope overview

ANSWER: C

Which of the following charter elements should inspire team members to develop a passion for the project and to work hard on it?

a. the project vision statement

b. the business case

c. the project motto

d. the team operating principles

ANSWER: B

The milestone schedule in the project charter:

a. is a schedule that provides detailed data for when each project activity should begin.

b. is a detailed schedule that shows the planned duration for every activity in the project.

c. is a summary-level schedule that identifies significant points or events in the project.

d. is a summary-level schedule that shows how major project tasks are sequenced.

ANSWER: C

The addition of acceptance criteria factors to the milestones in a project charter helps the team understand who will judge the quality of the deliverable associated with each milestone, and \_\_\_\_\_:

a. that stakeholder’s role on the team.

b. the risk associated with each milestone.

c. the penalties for not achieving the desired quality.

d. the criteria or standards they will use.

ANSWER: D

Project charters typically include all of the following elements EXCEPT:

a. positive and negative risks

b. project assumptions

c. detailed resource requirements

d. project constraints

ANSWER: C

Project managers and teams should consider risks and include them in the project charter for all the following reasons EXCEPT:

a. risks that may have a negative impact on project objectives should be identified and addressed.

b. all project risks should be eliminated before the project charter is signed.

c. risks that may have a positive impact on the project create opportunities and should be capitalized upon.

d. the sponsor and core team should be aware of what could prevent them from successfully completing the project.

ANSWER: B

Team operating principles are sometimes included in a project charter to enhance team performance. Which of the following statements accurately describes the value of establishing team operating principles?

a. Operating principles that address the conduct of meetings and how decisions are made are especially useful in helping the team get off to a good start.

b. Operating principles typically detail the specific work that each team member will perform and ensure a more complete understanding of the project.

c. Operating principles identify the rules along with the punishments to be administered when the rules are broken.

d. Operating principles are especially helpful for a routine project where participants have worked together before

ANSWER: A

A project sponsor is wise not to sign a project charter authorizing work until the project manager and team show that they have \_\_\_\_:

a. learned to work together well.

b. gathered requirements from key stakeholders.

c. reviewed lessons learned from previous projects in order to avoid similar mistakes.

d. prepared a comprehensive schedule and budget.

ANSWER: C

Which section of the project charter publicly acknowledges the commitment of the sponsor, managers and team members to the project?

a. business case

b. signatures and commitment

c. decisions and findings

d. contract section

ANSWER: B

Which of the following statements most accurately identifies the typical contents of the project charter?

a. requirements, specifications, test protocols and test results

b. statement of work, terms and conditions, clauses and delivery instructions

c. business case, milestone schedule, resource estimates and team operating principles

d. purpose, literature review, methodology, results and conclusions

ANSWER: C

Which of the following statements accurately describes the responsibilities typically associated with the development of the project charter?

a. the project sponsor typically prepares the detailed first draft of the charter

b. the project manager typically prepares the business case and scope overview

c. the customer typically prepares and signs the charter

d. the project manager and team typically prepare the majority of the rough draft for the project charter

ANSWER: D

On agile projects the first iteration is planned as a milestone with acceptance criteria. However, subsequent milestones and acceptance criteria are determined on a \_\_\_:

a. need-to-know basis

c. just in time (JIT) basis

b. first in first out (FIFO) basis

d. first come first served basis

ANSWER: C