**Chapter 4 - Chartering Projects**

**MULTIPLE CHOICE**

1. 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 |

ANS: B DIF: Moderate REF: P. 84 OBJ: CPMT.KLOP.15.04.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

2. 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 |

ANS: C DIF: Challenging REF: P. 84 OBJ: CPMT.KLOP.15.04.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

3. 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 |

ANS: D DIF: Moderate REF: p. 85 OBJ: CPMT.KLOP.15.04.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

4. 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 |

ANS: B DIF: Moderate REF: P. 85 OBJ: CPMT.KLOP.15.04.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

5. 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. |

ANS: A DIF: Moderate REF: P. 87 - 88 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

6. 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. |

ANS: C DIF: Moderate REF: P. 89 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

7. 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 |

ANS: C DIF: Moderate REF: P. 88 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

8. 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 |

ANS: B DIF: Moderate REF: P. 88 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

9. 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. |

ANS: C DIF: Challenging REF: P. 88 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

10. 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. |

ANS: D DIF: Challenging REF: P. 89 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

11. 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 |

ANS: C DIF: Moderate REF: P. 89 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

12. 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. |

ANS: B DIF: Moderate REF: P. 89 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

13. 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 |

ANS: A DIF: Moderate REF: P. 90 OBJ: CPMT.KLOP.15.04.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

14. 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. |

ANS: C DIF: Challenging REF: P. 98 OBJ: CPMT.KLOP.15.04.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

15. 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 |

ANS: B DIF: Easy REF: P. 98 OBJ: CPMT.KLOP.15.04.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

16. 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 |

ANS: C DIF: Moderate REF: P. 88 - 90 OBJ: CPMT.KLOP.15.04.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

17. 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 |

ANS: D DIF: Moderate REF: P. 91 OBJ: CPMT.KLOP.15.04.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

18. 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 |

ANS: C DIF: Challenging REF: P. 94 OBJ: CPMT.KLOP.15.04.03

NAT: BUSPROG.CPMT.KLOP.15.03 MSC: Bloom's: Comprehension