

PMI

Project Management Professional v4

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PRINTABLES

PRINTABLE PRACTICE QUESTIONS

QUESTIONS, ANSWERS, AND
DETAILED EXPLANATIONS IN AN
EASY-TO-USE PRINTABLE FORMAT

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Chapter 1

Initiating

1. Key features of a Project Management Office (PMO) include all of the following EXCEPT: Select the best answer.
- A. An information system consisting of tools and techniques used to gather, integrate and disseminate the outputs of project management processes.
 - B. Coordination of overall project quality standards between the project manager and any internal or external quality personnel or standards organization.
 - C. Identification and development of project management methodology, best practices, and standards.
 - D. A mentoring platform for project managers.

[Find the Answer](#) p. 180

2. Which of the following is a characteristic of most project life cycles? Select the best answer.
- A. The level of uncertainty and, hence, risk of failing to achieve the objectives can increase during the later stages of the project.
 - B. Phases are generally sequential and are usually defined by some form of technical information transfer or technical component handoff.
 - C. Cost and staffing level are high at the beginning of the life cycle.
 - D. Stakeholders are provided with more opportunities later in the project to refine the product as the delivery deadline approaches.

[Find the Answer](#) p. 180



3. Development of the project charter is concerned with documenting all of the following EXCEPT: Select the best answer.
- A. Providing a formal justification for beginning the project.
 - B. Providing an explanation of the business needs that the project addresses.
 - C. Providing a process for how formal verification of the project deliverables will be obtained.
 - D. Providing a description of the product or service the project will deliver.

[Find the Answer](#) p. 180

4. Which of the following processes, when preceding the development of project charter, provides the BEST tool for aiding project selection? Select the best answer.
- A. The completion of an initial WBS.
 - B. The completion of an order of magnitude cost estimate.
 - C. The completion of an influence diagram.
 - D. The completion of a formal needs assessment.

[Find the Answer](#) p. 180

5. Which of the following is an example of an organizational process asset? Select the best answer.
- A. A backward pass.
 - B. A matrix organization.
 - C. A network path.
 - D. A work breakdown structure template.

[Find the Answer](#) p. 180



Answers: Chapter 1

1. A	Review Question p. 2	Detailed Explanation p. 200
2. B	Review Question p. 2	Detailed Explanation p. 200
3. C	Review Question p. 3	Detailed Explanation p. 201
4. D	Review Question p. 3	Detailed Explanation p. 201
5. D	Review Question p. 3	Detailed Explanation p. 202
6. B	Review Question p. 4	Detailed Explanation p. 202
7. D	Review Question p. 4	Detailed Explanation p. 203
8. A	Review Question p. 4	Detailed Explanation p. 203
9. D	Review Question p. 5	Detailed Explanation p. 204
10. D	Review Question p. 5	Detailed Explanation p. 204
11. B	Review Question p. 5	Detailed Explanation p. 205
12. B	Review Question p. 6	Detailed Explanation p. 205
13. D	Review Question p. 6	Detailed Explanation p. 205
14. A	Review Question p. 7	Detailed Explanation p. 206
15. C	Review Question p. 7	Detailed Explanation p. 206
16. C	Review Question p. 7	Detailed Explanation p. 207
17. B	Review Question p. 8	Detailed Explanation p. 207
18. A	Review Question p. 8	Detailed Explanation p. 208
19. D	Review Question p. 8	Detailed Explanation p. 208
20. A	Review Question p. 9	Detailed Explanation p. 209
21. C	Review Question p. 9	Detailed Explanation p. 209
22. A	Review Question p. 9	Detailed Explanation p. 210
23. D	Review Question p. 10	Detailed Explanation p. 210



Explanations: Chapter 1

1. [Review Question](#) p. 2

Answers: A

Explanation A. Correct. This is the PMBOK definition of a Project Management Information System.

Explanation B. Incorrect. A PMO focuses on the coordinated planning and execution of projects and subprojects that are tied to the parent organization's or client's overall business objectives.

Explanation C. Incorrect. A specific PMO can have delegated authority to make recommendations or terminate projects to keep the business objectives consistent.

Explanation D. Incorrect. A PMO can be involved in the selection, management, and redeployment of dedicated project personnel.

2. [Review Question](#) p. 2

Answers: B

Explanation A. Incorrect. The level of uncertainty is highest at the start of the project.

Explanation B. Correct. Linear or sequential steps are a foundation for nearly all project life cycles.

Explanation C. Incorrect. Actually, cost and staffing levels are low at the start, peak during the intermediate phases, and drop rapidly as the project draws to a conclusion.

Explanation D. Incorrect. The ability of the stakeholders to influence the final characteristics of the project's product and the final cost of a project is highest at the start and gets progressively lower as the project continues.



3. [Review Question](#) p. 3**Answers: C**

Explanation A. Incorrect. First and foremost the Project Charter provides a formal justification for the project.

Explanation B. Incorrect. The Project Charter is used to authorize the project. Providing an explanation of the business needs that the project addresses helps decision-makers assess how the project fits within an organization's strategy and long-term goals.

Explanation C. Correct. Detailing the deliverable acceptance process is covered in the Scope Management Plan and not in the Project Charter.

Explanation D. Incorrect. The Project Charter is used to authorize the project. Providing a description of the product or service the project will deliver helps decision-makers assess how a project fits within an organization's strategy and long-term goals.

4. [Review Question](#) p. 3**Answers: D**

Explanation A. Incorrect. A preliminary version of the Work Breakdown Structure may be developed during the development of the Project Charter but not prior to it.

Explanation B. Incorrect. An order of magnitude cost estimate may be developed during the development of the Project Charter but not prior to it.

Explanation C. Incorrect. Influence diagrams are used for the purpose of risk identification. Although levels of risk implicit in projects may influence how an organization views the project tolerance for risk and the organization's willingness to take on the project acceptance of risk, it is not a generally accepted project selection method.

Explanation D. Correct. Many organizations require the completion of a formal needs assessment before accepting a Project Charter to ensure that the project is aligned with the organization's strategic objectives.



5. [Review Question](#) p. 3**Answers: D**

Explanation A. Incorrect. A backward pass is a project network diagram technique that is used for the calculation of late finish dates and late start dates for schedule activities.

Explanation B. Incorrect. A matrix organization describes an organizational structure in which the project manager shares responsibility with the functional managers for allocating and applying resources to project activities.

Explanation C. Incorrect. A network path is used during the creation of a project schedule networking diagram.

Explanation D. Correct. A Work Breakdown Structure Template is considered an example of an organizational process asset. Organizational process assets provide project teams with ready-made tools and other artifacts that aid in the planning, execution, control and closure of projects. They are generally derived from the collective experience and expertise of the organization in carrying out projects.

6. [Review Question](#) p. 4**Answers: B**

Explanation A. Incorrect. Professional and technical associations can be used for expert judgement on technical details for the project.

Explanation B. Correct. Risk Assessment Templates are examples of organizational process assets. They help to organize information about risks, but they do not provide information and views about the nature of the risks themselves. This can only be supplied by expert judgement.

Explanation C. Incorrect. Consultants can be used for expert judgement in determining the impact of technical details for the project.

Explanation D. Incorrect. Stakeholders can be used for expert judgement in determining the impact of technical or management details for the project.

