



PMI® PMP®/CAPM® Workshop

Project Lifecycle and Organization Questions

13. Organizational cultures and styles:

- a) Are generally similar and manifest in similar ways.
- b) Are generally similar but manifest in different ways.
- c) Have no impact on a clearly defined project.
- d) May have a strong influence on a project's ability to meet its objectives.



14. The project manager has the greatest level of independence and authority in a _____ organization.

- a) Strong matrix.
- b) Weak matrix.
- c) Projectized.
- d) Functional.



15. The project manager has the lowest level of authority in a _____ organization.

- a) Functional.
- b) Weak matrix.
- c) Strong matrix.
- d) Projectized.



16. A project coordinator may typically be found in a _____ organization.

- a) Projectized.
- b) Strong matrix.
- c) Weak matrix.
- d) Balanced matrix.



17. The project manager is more likely to have a full-time role in a _____ organization.

- a) Functional.
- b) Weak matrix.
- c) Projectized.
- d) Small capitalization.



18. A common title for the project manager's role in a projectized organization is:

- a) Project manager.
- b) Project coordinator.
- c) Project coach.
- d) Project expediter.



19. You are managing a large complex project with cross-functional project needs. The following organizational structures gives you considerable authority as the project manager:

- a) Balanced matrix organization.
- b) Strong matrix organization.
- c) Weak matrix.
- d) Functional organization.



20. All of the following statements about the level of authority of the project manager are true EXCEPT:

- a) In a functional organization, the project manager has little or no authority.
- b) In weak matrices, the project manager role is more that of a coordinator or expediter than that of a manager.
- c) The balanced matrix organization does not provide the project manager with the full authority over the project and project funding.
- d) In a strong matrix organization, authority of the project manager is limited.



21. Enterprise environmental factors refer to both internal and external environmental factors that surround or influence a project's success. All of the following are true about these factors EXCEPT:

- a) Enterprise environmental factors include organizational culture, structure, and processes.
- b) Enterprise environmental factors include government or industry standards, such as regulatory agency regulations, codes of conduct, product standards, quality standards, and workmanship standards.
- c) Enterprise environmental factors include project management information systems (e.g., an automated tool, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems).
- d) Enterprise environmental factors do not include personnel administration functions (e.g., staffing and retention guidelines, employee performance reviews and training records, reward and overtime policies, and time tracking) because these are considered to be functions of the human resources department.



22. Which of the following is true about functional managers?

- a) They are assigned their own permanent staff to carry out the ongoing work, and therefore are not considered to be project stakeholders because of the temporary nature of the projects.
- b) They are project stakeholders who play a management role within an administrative or functional area of the business.
- c) They have a clear directive to manage all tasks within their functional area of responsibility, and therefore they are operational managers and not project stakeholders.
- d) They rarely provide subject matter expertise or services to the project.



23. Different or conflicting objectives among project stakeholders:

- a) Should be encouraged.
- b) Should be ignored.
- c) Can make it difficult for project managers to manage stakeholders expectations.
- d) Generally make it easy for project managers to manage stakeholders expectations.



24. All of the following are true about project governance EXCEPT:

- a) It is an oversight function that is aligned with the organization's governance model and that encompasses the project life cycle.
- b) It is methodology for managing large government projects.
- c) It is a framework that provides the project manager and team with structures, processes, decision-making models and tools for managing the project, while supporting and controlling the project for successful delivery.
- d) It includes a framework for making project decisions; defines roles, responsibilities, and accountabilities for the success of the project; and determines the effectiveness of the project manager.



25. The collection of generally sequential and sometimes overlapping project phases, whose name and number are determined by the management and control needs of the organization or organizations involved in the project, is known as the:

- a) Project waterfall.
- b) Project life cycle.
- c) Project life sages.
- d) Project Management Process Groups.



26. All of the following are true about project phases and the project life cycle EXCEPT:

- a) Stakeholder influence, risk, and uncertainty are greatest at the start of the project. These factors decrease over the life of the project.
- b) The ability to influence the final characteristics of the project's product, without significantly impacting costs, is highest at the start of the project and decreases as the project progresses toward completion.
- c) The cost of changes and correcting errors typically increases substantially as the project approaches completion.
- d) Cost and staffing levels are generally steady throughout the project life cycle.



27. All of the following statements about the project life cycle and the product life cycle are true EXCEPT:

- a) In the project predictive life cycle, the project scope, and the time and cost required to deliver that scope, are determined as early in the project life cycle as practically possible.
- b) In the project iterative and incremental life cycles, project phases intentionally repeat one or more project activities as the project team's understanding of the product increases.
- c) The product life cycle is the series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement.
- d) The product life cycle is contained within the predictive project life cycle.



28. You are managing a project in which you have intended to respond to high levels of change and ongoing stakeholder involvement. The most suitable project life cycle for your project is the:

- a) Predictive life cycle.
- b) Adaptive life cycle (also known as the agile method).
- c) Waterfall life cycle.
- d) Configuration management life cycle.

