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**Started on** Monday, 29 April 2019, 8:27 PM

**State** Finished

**Completed on** Monday, 29 April 2019, 8:34 PM

**Time taken** 6 mins 29 secs

**Grade** 3.92 out of 5.00 (78%)

**Feedback** Well done. You have understood most concepts covered.

Question 1

Partially correct

Mark 0.25 out of 1.00

Which of the following statements about project closure is/are correct? (You may select more than one answer).

Select one or more:

- ☒ a. Project closure review examines the project's fit within the total portfolio of projects. ✓
- ☐ b. Project closure is concerned with assessing organizational culture and support of projects.
- ☒ c. Project closure is intended to include all factors relevant to the project and managing future projects. ✗
- ☐ d. Project closure review is a macro view of project performance as a part of the total organization.

Your answer is partially correct.

You have correctly selected 1.

Project closure review is a macro view of project performance as a part of the total organization. Although closure is concerned about current or past performance of the project, project closure is also concerned with assessing organizational culture and support of projects, the project's fit within the total portfolio of projects, project priorities, team performance, and lessons learned. The closure review is intended to include all factors relevant to the project and managing future projects.

The correct answers are: Project closure review is a macro view of project performance as a part of the total organization., Project closure review examines the project's fit within the total portfolio of projects.

Question **2**

Correct

Mark 1.00 out of 1.00

What major information would you expect to find in a project review? (You may select more than one answer).

Select one or more:

- ☒ a. Project classification ✓
- ☒ b. Recommendations ✓
- ☐ c. An appendix containing budget information
- ☒ d. Analysis of information ✓
- ☐ e. Individual project member performance reviews
- ☒ f. Lessons learned ✓

Your answer is correct.

One would expect to find the following information:

- Classification of the project—e.g., large/small, platform/incremental, complex/typical
- Analysis of information gathered
- Recommendations
- Lessons learned
- An appendix with backup information to support recommendations.

The correct answers are: Analysis of information, Lessons learned, Project classification, Recommendations

Question **3**

Correct

Mark 1.00 out of 1.00

Which of the following are characteristics of retrospective methodology that differentiate it from past lessons learned methods? (You may select more than one answer).

Select one or more:

- ☒ a. It develops an easy to use repository. ✓
- ☐ b. It includes a single in-process learning gate.
- ☒ c. It mandates use of the retrospectives. ✓
- ☒ d. It uses an independent facilitator. ✓
- ☐ e. It provides each retrospective with at least two owners.

Your answer is correct.

The following are differentiating characteristics of the retrospective methodology:

- *Uses an independent facilitator.* The facilitator is held responsible for identifying and implementing lessons learned. Independence encourages gaining more information from stakeholders.
- *Includes a minimum of three in-process learning gates during the project life cycle.* These gates catch problems and success during project execution (while the project is in flight). Corrective action can be taken immediately
- *Assigns an owner to each retrospective.* Assigning an owner who has knowledge and an interest in the retrospective, provides a resource for other project managers who wish to acquire more firsthand information.
- *Develops a repository that is easy to use.* Such a repository is a basic requirement of retrospective methodology. Typically, this repository is an electronic search engine that allows the client to selectively search by project characteristics.
- *Mandates a discipline that ensures retrospectives are used.* Managers of a future project are required to review retrospectives of similar projects. Failure to avoid a problem or use a success noted in a past retrospective has dire consequences.

The correct answers are: It develops an easy to use repository., It uses an independent facilitator., It mandates use of the retrospectives.

Question **4**

Correct

Mark 1.00 out of  
1.00

Why is it difficult to perform a truly independent, objective review?

Select one:

- ☐ a. Because there are many views on what is required.
- ☐ b. Because it takes so long.
- ☐ c. Because it is so costly.
- ☒ d. Because of bias or the perception of bias. ✓

Your answer is correct.

In most cases those performing the review have some previous knowledge of the project, which presents opportunities for bias. Sometimes the review team, or facilitator, is perceived as a jury, but even jury members come with built-in biases. For example, internal politics have been known to enter into decisions concerning closure of a project. The simple point is that every attempt should be made to keep the review independent and objective. If the review of projects is a regular procedure for all projects, the negative stigma of audits is minimized.

The correct answer is: Because of bias or the perception of bias.

Question **5**

Partially correct

Mark 0.67 out of 1.00

Why should you separate performance reviews from pay reviews? (You may select more than one answer).

Select one or more:

- ☒ a. The two activities are not compatible. ✓
- ☐ b. A 360-degree feedback process may be part of a pay review.
- ☐ c. Performance reviews may be viewed as positive for the individual if not tied to pay.
- ☐ d. The supervisor is a judge in a performance review.
- ☒ e. Pay reviews should be more carefully structured. ✓
- ☐ f. The supervisor is a coach in a pay review.

Your answer is partially correct.

You have correctly selected 2.

These two activities are not compatible. It is difficult to be both a judge and a coach at the same time. Performance reviews are intended to encourage changes in behavior, encourage career development, and support continuous organizational learning. These reviews focus on social and technical contributions the individual contributed to the project team. For example, the 360-degree feedback process has been used successfully to improve the ability of people to work on teams. As long as performance reviews are not directly related to pay and promotion decisions, such reviews are more readily accepted and even perceived as positive for the individual and organization.

Since pay reviews can result in negative or positive outcomes for a career, they are perceived as very serious by most individuals. Pay reviews should be more carefully structured and based on clear standards and criteria known to the person being evaluated. Every attempt should be made to avoid confrontation.

The correct answers are: The two activities are not compatible., Pay reviews should be more carefully structured., Performance reviews may be viewed as positive for the individual if not tied to pay.