

PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Integration Management | Self Rating | Comments |
|--|---|-------------|---|
| I1. | Project plan development – taking the results of other planning processes and putting them into a consistent coherent document | 2 | This area needs concentrated study, review sections 4.1 and 4.1.3.1 in the PMBOK |
| I2. | Project plan execution – carrying out the project plan by performing the activities it contains | 2 | This area needs concentrated study, review section 4.2 in the PMBOK |
| I3. | Integrated change control – coordinating changes across the entire project | 3 | Review this area. See PMBOK section 4.3 |
| I4. | Project constraints – applicable restrictions that affect project performance | 3 | Review this area. See PMBOK section 4.1.1.4 |
| I5. | Stakeholder skills and management – utilizing stakeholders knowledge effectively | 4 | Your knowledge in this area. is above average. However, you may want to consider a review of the section. |
| I6. | Configuration management - documented procedures used to apply technical and administrative direction and surveillance | 2 | This area needs concentrated study, review section 4.3.2.2 in the PMBOK |
| I7. | Lessons learned analysis – documentation and rationale behind project success and failure | 4 | Your knowledge in this area. is above average. However, you may want to consider a review of the section. |
| | Section Average | 2.9 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Visualizing Project Management</i> by Forsberg, Mooz and Cotterman, <i>Project Management: A Managerial Approach</i> by Meredith, or <i>Organizing Projects for Success</i> by Verma. Additional information on these texts can be found under the Further Reading tab. | | | |

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| Question | Project Scope Management | Self Rating | Comments |
|---|---|-------------|---|
| S1. | Initiation – authorizing the project or phase | 4 | Your knowledge in this area. is above average. However, you may want to consider a review of the section. |
| S2. | Scope planning – developing a written scope statement as the basic for future project decisions | 3 | Review this area. See PMBOK section 5.2 |
| S3. | Scope definition – decomposing the major projected deliverables into smaller, more manageable components | 3 | Review this area. See PMBOK section 5.3 |
| S4. | Scope verification – formalizing acceptance of the project scope | 3 | Review this area. See PMBOK section 5.4 |
| S5. | Scope change control – controlling changes to the project scope | 4 | Your knowledge in this area. is above average. However, you may want to consider a review of the section. |
| S6. | Project selection methods – measurement of value to the organization and/or project owner | 2 | This area needs concentrated study, review section 5.1.2.1 in the PMBOK |
| S7. | Scope management plan – a document describing how the scope will be managed | 4 | Your knowledge in this area. is above average. However, you may want to consider a review of the section. |
| S8. | Work breakdown structure templates – description of how tasks will be decomposed | 2 | This area needs concentrated study, review sections 5.3.2 and 5.3.3 in the PMBOK |
| | Section Average | 3.1 | |
| Summary: Your rating in this category of the PMBOK is Good. Although you have an understanding of the concepts, you most likely need additional experience in actually applying them on a project. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Visualizing Project Management</i> by Forsberg, Mooz and Cotterman, <i>Project Management: A Managerial Approach</i> by Meredith, or <i>Effective Project Management</i> by Wysocki et al. Additional information on these texts can be found under the Further Reading tab. | | | |

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Data Reported for: **Sample**

| Question | Project Time Management | Self Rating | Comments |
|--|---|-------------|---|
| T1. | Activity definition – identifying the specific activities that must be performed to produce the various project deliverables | 2 | This area needs concentrated study, review section 6.1 in the PMBOK |
| T2. | Activity sequencing – identifying and documenting interactivity dependencies | 3 | Review this area. See PMBOK section 6.2 |
| T3. | Activity duration estimating – estimating the number of work periods that will be needed to complete individual activities | 2 | This area needs concentrated study, review section 6.3 in the PMBOK |
| T4. | Schedule development – analyzing activity sequences, activity durations and resource requirements to complete the project schedule | 2 | This area needs concentrated study, review section 6.4 in the PMBOK |
| T5. | Schedule control – controlling changes to the project schedule | 3 | Review this area. See PMBOK section 6.5 |
| T6. | Dependencies – relationship between activities | 2 | This area needs concentrated study, review section 6.2.1 in the PMBOK |
| T7. | Precedence and arrow diagramming methods – illustration methods for project networks | 0 | This area needs concentrated study, review section 6.2.2 in the PMBOK |
| T8. | Mathematical analysis – calculation of start and finish dates for project, includes critical path method | 2 | This area needs concentrated study, review section 6.4.2 in the PMBOK |
| T9. | Duration compression - ways to shorten the project schedule without changing scope | 3 | Review this area. See PMBOK section 6.4.2.2 |
| T10. | Resource leveling – form of network analysis in which schedules are driven by resource management concerns | 2 | This area needs concentrated study, review section 6.4.2.4 in the PMBOK |
| | Section Average | 2.1 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Project Management: A Managerial Approach</i> by Meredith, or <i>Effective Project Management</i> by Wysocki et al. Additional information on these texts can be found under the Further Reading tab. | | | |
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PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Cost Management | Self Rating | Comments |
|--|---|-------------|---|
| C1. | Resource planning – determining what resources (people, equipment, materials, etc.) and what quantities of each should be used to perform project activities | 2 | This area needs concentrated study, review section 7.1 in the PMBOK |
| C2. | Cost estimating – developing an estimate of the costs of resources required to complete project activities | 2 | This area needs concentrated study, review section 7.2 in the PMBOK |
| C3. | Cost budgeting – allocating the overall cost estimate to individual work packages | 3 | Review this area. See PMBOK section 7.3 |
| C4. | Cost control - controlling changes to the project budget | 3 | Review this area. See PMBOK section 7.4 |
| C5. | Estimating tools/types - Analogous, parametric and bottom up | 0 | This area needs concentrated study, review section 7.2.2 in the PMBOK |
| C6. | Cost management plan – a description of how costs will be managed | 2 | This area needs concentrated study, review section 7.2.3 in the PMBOK |
| C7. | Earned value management – a measurement of project performance | 3 | Review this area. See PMBOK sections 7.4.2, 7.4.3 and 10.3.2 |
| | Section Average | 2.1 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Techniques for Capital Expenditure Analysis</i> by Thorne and Piekarski, <i>Cost/Schedule Control Systems Criteria</i> by Fleming, or <i>Cost Engineering for Effective Project Control</i> by Ward. There is also an excellent article entitled <i>Project Burn Rate vs. Earned Value</i> by Tom Flynn, P.E., PMP, which can be found on the web at www.amsconsulting.com/Published.htm . Additional information on these texts can be found under the Further Reading tab. | | | |

PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Quality Management | Self Rating | Comments |
|---|---|-------------|---|
| Q1. | Quality planning – identifying which quality standards are relevant to the project and determining how to satisfy them | 2 | This area needs concentrated study, review section 8.1 in the PMBOK |
| Q2. | Quality assurance - evaluating overall project performance on a regular basis to provide confidence that the project will satisfy quality standards | 3 | Review this area. See PMBOK section 8.2 |
| Q3. | Quality control – monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance | 3 | Review this area. See PMBOK section 8.3 |
| Q4. | Quality tools – used for planning and control of projects | 2 | This area needs concentrated study, review section 8.1.2 and 8.3.2 in the PMBOK |
| Q5. | Quality management plan – a description of how the project team will implement quality policy | 2 | This area needs concentrated study, review section 8.1.3 in the PMBOK |
| | Section Average | 2.4 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Visualizing Project Management</i> by Forsberg, Mooz and Cotterman, <i>Project Management: A Managerial Approach</i> by Meredith, or <i>Effective Project Management</i> by Wysocki et al. Additional information on these texts can be found under the Further Reading tab. | | | |

PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Human Resource Management | Self Rating | Comments |
|--|---|-------------|--|
| H1. | Organizational planning – identifying, documenting and assigning project roles, responsibilities and reporting relationships | 3 | Review this area. See PMBOK section 9.1 |
| H2. | Staff Acquisition – getting the human resources needed assigned to and working on the project | 3 | Review this area. See PMBOK section 9.2 |
| H3. | Team development – developing individual and group skills/competencies to enhance project performance | 3 | Review this area. See PMBOK section 9.3 |
| H4. | Role and responsibility assignments – who does what and who decides what | 3 | Review this area. See PMBOK section 9.1.3 |
| H5. | Staffing management plan – description of how project human resources will be handled | 2 | This area needs concentrated study, review section 9.2.3.2 in the PMBOK |
| H6. | Reward and recognition systems – formal management systems that promote or reinforce behaviors | 3 | Review this area. See PMBOK section 9.3.2.3 |
| H7. | Collocation – physical location of team members | 0 | This area needs concentrated study, review section 9.3.2.4 in the PMBOK |
| H8. | Virtual teaming – managing the challenges of a dispersed team | 2 | This topic is not in the PMBOK, but is highly relevant in today's diverse project environments |
| | Section Average | 2.4 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Human Resource Skills for the Project Manager</i> by Verma, <i>Managing the Project Team</i> by Verma, <i>Power and Politics in Project Management</i> by Pinto, or <i>The Virtual Edge</i> by Mayer. Additional information on these texts can be found under the Further Reading tab. | | | |

PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Communications Management | Self Rating | Comments |
|---|---|-------------|--|
| CO1. | Communications planning – determining the information and communications needs of the stakeholders; who needs what information, when will they need it, and how will it be given to them | 3 | Review this area. See PMBOK section 10.1 |
| CO2. | Information distribution – making needed information available to project stakeholders in a timely manner | 3 | Review this area. See PMBOK section 10.2 |
| CO3. | Performance reporting – collecting and disseminating performance information. | 3 | Review this area. See PMBOK section 10.3 |
| CO4. | Administrative closure – generating, gathering and disseminating information to formalize phase or project completion, including evaluating the project and compiling lessons learned for use in planning future projects or phases. | 3 | Review this area. See PMBOK section 10.4 |
| CO5. | Communication requirements – analyzing the information requirements and selecting the appropriate technology for delivery | 2 | This area needs concentrated study, review section 10.1.1 in the PMBOK |
| CO6. | Communications management plan – an overview of the communications structure for the project | 2 | This area needs concentrated study, review section 10.1.3.1 in the PMBOK |
| CO7. | Communication skills – skills used to gather and disseminate information, includes listening, presentation, writing | 3 | Review this area. See PMBOK section 10.2.2 |
| | Section Average | 2.7 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Human Resource Skills for the Project Manager</i> by Verma, <i>Organizing Projects for Success</i> by Verma, or <i>Visualizing Project Management</i> by Forsberg et al. Additional information on these texts can be found under the Further Reading tab. | | | |

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Data Reported for: **Sample**

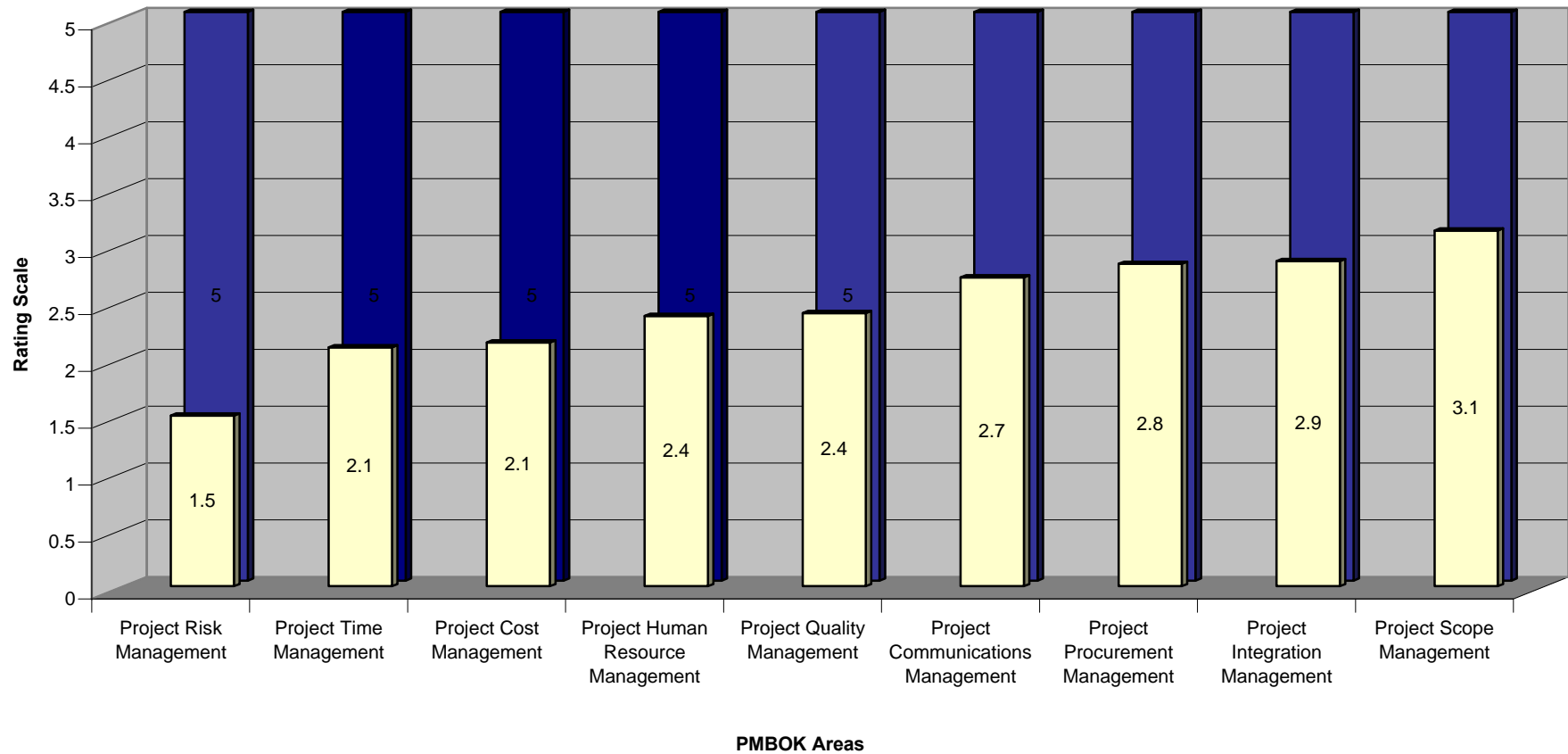
| Question | Project Risk Management | Self Rating | Comments |
|--|--|-------------|---|
| R1. | Risk management planning – deciding how to approach and plan for risk | 3 | Review this area. See PMBOK section 11.1 |
| R2. | Risk identification – determining which risks are likely to affect the project and documenting the characteristics of each | 2 | This area needs concentrated study, review section 11.2 in the PMBOK |
| R3. | Qualitative risk analysis – performing a qualitative analysis of the risks and conditions to prioritize their effects on project objectives | 2 | This area needs concentrated study, review section 11.3 in the PMBOK |
| R4. | Quantitative risk analysis – measuring the probability and impact of risks and estimating their implications for project objectives | 0 | This area needs concentrated study, review section 11.4 in the PMBOK |
| R5. | Risk response planning – developing procedures and techniques to enhance opportunities and to reduce threats to the project's objectives from risk | 3 | Review this area. See PMBOK section 11.5 |
| R6. | Risk monitoring and control – keeping track of identified risks, monitoring residual risks and identifying new risks, ensuring the execution of risk plans, and evaluating their effectiveness in reducing risk | 0 | This area needs concentrated study, review section 11.6 in the PMBOK |
| R7. | Risk management plan – plan which describes how risk will be structured and managed in the project | 0 | This area needs concentrated study, review section 11.1.3 in the PMBOK |
| R8. | Risk tools – gathering, analysis and interpretation of qualitative and quantitative data | 2 | This area needs concentrated study, review section 11.3.2 and 11.4.2 in the PMBOK |
| | Section Average | 1.5 | |
| Summary: Your rating in this category of the PMBOK is Limited. Extensive study will be needed. You should also spend time with an experienced project manager in this area. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Risk Management Concepts and Guidance</i> by Pritchard or <i>Managing Risks and Decisions in Major Projects</i> by Chicken. Additional information on these texts can be found under the Further Reading tab. | | | |

PMBOK Self Assessment Report

Data Reported for: **Sample**

| Question | Project Procurement Management | Self Rating | Comments |
|---|--|-------------|--|
| P1. | Procurement planning – determining what to procure, how much to procure, and when | 3 | Review this area. See PMBOK section 12.1 |
| P2. | Solicitation planning – documenting product requirements and identifying potential sources | 2 | This area needs concentrated study, review section 12.2 in the PMBOK |
| P3. | Solicitation – obtaining quotations, bids, offers or proposals as appropriate | 3 | Review this area. See PMBOK section 12.3 |
| P4. | Source selection – choosing from among potential sellers | 3 | Review this area. See PMBOK section 12.4 |
| P5. | Contract administration – managing the relationship with the seller | 3 | Review this area. See PMBOK section 12.5 |
| P6. | Contract closeout – completion and settlement of the contract, including resolution of open items | 3 | Review this area. See PMBOK section 12.6 |
| | Section Average | 2.8 | |
| Summary: Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area., however, more study is needed for you to actually be able to utilize them. | | | |
| Further Reading (optional): If you are interested in further reading, we suggest <i>Project Management: A Managerial Approach</i> by Meredith. Additional information on these texts can be found under the Further Reading tab. | | | |

Chart of PMBOK Self Assessment Results



Rating Scale: 0-2 Limited; 2.1-3.0 Fair; 3.1-4.0 Good; 4.1-5.0 Excellent. Benchmark for all areas is 5.0

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Data Reported for: **Sample**

Summary of Results

| PMBOK Areas: | Your Score | Benchmark | Your Rating |
|-----------------------------------|------------|-----------|-------------|
| Project Risk Management | 1.5 | 5 | Limited |
| Project Time Management | 2.1 | 5 | Fair |
| Project Cost Management | 2.1 | 5 | Fair |
| Project Human Resource Management | 2.4 | 5 | Fair |
| Project Quality Management | 2.4 | 5 | Fair |
| Project Communications Management | 2.7 | 5 | Fair |
| Project Procurement Management | 2.8 | 5 | Fair |
| Project Integration Management | 2.9 | 5 | Fair |
| Project Scope Management | 3.1 | 5 | Good |

Recommendations:

In the course, and in your independent study, pay close attention to the more technical areas of the program, specifically modules three and four. These areas, such as Time, Cost and Risk, comprise the bulk of the exam. In application, these are the areas that will set you apart as a project manager. Being able to accurately assess and mitigate risk, plan budgets effectively, track earned value and control the project elements are skills that are invaluable to a project organization.

As of March, 2002, when the new exam will be implemented, the content is as follows: Project Initiation (major topics: determining deliverables, project strategy, defining budget, producing documentation) 8.5%, Project Planning (major topics: project planning, work breakdown, time and cost, resource management) 23.5%, Project Execution (major topics: communicating progress, implementing quality assurance, implementing and managing resources) 23.5%, Project Control (major topics: managing performance, project controls, risk management, monitoring activity) 23.5%, Project Closing (major topics: project closure, lessons learned) 7% and Professional Responsibility 14.5%. Therefore, you should focus your attention on planning, execution and control. The knowledge required for the Professional Responsibility section of the exam is covered in Module Five of this program, and encompasses integrity and ethics issues.

Rating Scale Used:

| | |
|---------|--|
| 0-2.0 | Your rating in this category of the PMBOK is Limited. Extensive study will be needed. You should also spend time with an experienced project manager in this area. |
| 2.1-3.0 | Your rating in this category of the PMBOK is Fair. You can probably define and have a basic understanding of the concepts in this area, however, more study is needed for you to actually be able to utilize them. |
| 3.1-4.0 | Your rating in this category of the PMBOK is Good. Although you have an understanding of the concepts, you most likely need additional experience in actually applying them on a project. |
| 4.1-5.0 | Your rating in this category of the PMBOK is Excellent. You have a good mastery of the concepts embodied by this area and can use the information practically in your projects. |

Suggested Project Management Reading

For your convenience, most titles can be ordered directly via our web site. Visit the link www.amsconsulting.com/PMReading.htm.

| Title/Author and Publisher | Areas Covered |
|--|--|
| Block, Peter. <i>Stewardship: Choosing Service Over Self Interest</i> . San Francisco, CA: Barret-Koehler Publishers, Inc., 1993. | Quality, Communication, Human Resources |
| Chicken, John. <i>Managing Risks and Decisions in Major Projects</i> . London, England: Chapman & Hall, 1994. | Risk |
| Depree, Max. <i>Leadership Is An Art</i> . New York, NY: Bantam Doubleday Dell Publishing Group, Inc., 1989. | Communication, Human Resources |
| Fleming, Quentin W., <i>Cost/Schedule Control Systems Criteria</i> . Chicago, IL: Probus Publishing Company, 1992. | Cost, Time |
| Forsberg, Kevin, Mooz, Hal and Cotterman, Howard. <i>Visualizing Project Management</i> . New York, NY: John Wiley & Sons, 2000. | Integration, Scope, Quality, Communication, Human Resources, Time, Cost, Risk |
| Goldratt, Eliyahu. <i>Critical Chain</i> . Great Barrington, MA: North River Press, 1998. | Time, Cost, Quality, Human Resources |
| Graham, Robert J. and Englund, Randall L. <i>Creating an Environment for Successful Projects</i> . San Francisco, CA: Jossey Bass, 1997. | Integration, Scope, Quality, Communication, Human Resources |
| Lewis, James P. <i>The Project Manager's Desk Reference</i> . Chicago, IL: Probus Publishing, 1993. | Integration, Scope, Quality, Communication, Human Resources, Time, Cost, Risk, Procurement |
| Mayer, Margery. <i>The Virtual Edge</i> . Newtown Square, PA: Project Management Institute, 1998. | Human Resources, Communication, Scope |
| Meredith, Jack R. and Samuel J. Mantel, Jr. <i>Project Management: A Managerial Approach</i> . New York, NY: John Wiley & Sons, Inc., 1995. | Integration, Scope, Quality, Communication, Human Resources, Time, Cost, Risk, Procurement |
| Pinto, Jeffrey K. <i>Power & Politics in Project Management</i> . Sylva, NC: Project Management Institute, 1996. | Human Resources, Scope, Integration, Communication |
| Thorne, Henry C. and Julian Piekarski. <i>Techniques for Capital Expenditure Analysis</i> . New York, NY: Marcel Dekker, 1995. | Cost |
| Ward, Sol A., <i>Cost Engineering for Effective Project Control</i> . New York, NY: John Wiley & Sons, Inc., 1995 | Cost, Scope |
| Wysocki, Robert K., Beck, Robert Jr., and Crane, David B. <i>Effective Project Management: How to Plan, Manage and Deliver Projects on Time and within Budget</i> . New York, NY: John Wiley & Sons, Inc., 1995. | Integration, Scope, Quality, Communication, Human Resources, Time, Cost, Risk |
| Verma, Vijay K. <i>Human Resource Skills for the Project Manager</i> . Sylva, NC: Project Management Institute, 1996. | Human Resources, Communication, Integration |

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| Verma, Vijay K. <i>Organizing Projects for Success</i> . Sylva, NC: Project Management Institute, 1996. | Integration, Scope, Communication, Human Resources, Risk |
| Verma, Vijay K. <i>Managing the Project Team</i> . Sylva, NC: Project Management Institute, 1996. | Integration, Scope, Communication, Human Resources, Risk |