

Self-Assessment Questions for Module 02 Project Influences & Life Cycle

Question 1: A 'Scheduling Software Tool' is considered which of the following?

- A.) An Organizational Process Asset
- B.) An Enterprise Environmental Factor
- C.) A Corporate Knowledge Base
- D.) An Organizational Structure

Question 2: The introduction of a directive PMO into a functional organization enables the organization to advance towards a:

- A.) Project based organization
- B.) Projectized organization
- C.) Functional organization
- D.) Matrix organization

Question 3: Generally speaking, during which phase of a project are the funding requirements for the project at their peak?

- A.) Initiating
- B.) Planning
- C.) Executing
- D.) Closing

Question 4: Which of the following factors is incorrect about an organization's human resources?

- A.) They are enterprise environmental factors
- B.) They are organizational process assets
- C.) They are considered inputs to most planning processes
- D.) They impose constraints on project management options

Question 5: The configuration management knowledge bases contain:

- A.) Baselines of all performing organization standards
- B.) Financial databases
- C.) Historical information on past projects
- D.) Process measurement databases

Question 6: Which of the following types of stakeholders is not recognized by the PMBOK guide.

- A.) Projectized and functional stakeholders
- B.) Positive and negative stakeholders
- C.) Internal and external stakeholders
- D.) Performing and advising stakeholders

Question 7: If a functional manager provides the funds for executing the project, she is the project's:

- A.) Customer
- B.) User
- C.) Sponsor
- D.) Initiator

Question 8: Predictive life cycles are also known as:

- A.) Sequential life cycles
- B.) Overlapping life cycles
- C.) Repetitive life cycles
- D.) Fully plan-driven life cycles

Question 9: Which of the following is an enterprise environmental factor?

- A.) Configuration management knowledge bases
- B.) Company work authorization systems
- C.) Process measurement databases
- D.) Historical information and lessons learned knowledge bases

Question 10: What is common about project templates and organizational financial control procedures?

- A.) Both form project baselines
- B.) Both are the components of a project management plan
- C.) Both are organizational process assets
- D.) Both are enterprise environmental factors

Question 11: Sandra's organization resembles a projectized organization, however it has got some elements of a matrix organization. Which of the following best describes Sandra's organizational structure?

- A.) Strong matrix organization
- B.) Balance matrix organization
- C.) Weak matrix organization
- D.) Functional organization

Question 12: Susan works for an organization where the project managers have low to moderate authority on their projects, the project manager and the functional manager are both responsible for the budget, the project manager's involvement is full-time but the project team's involvement is part-time. Which of the following best describes this type of organization?

- A.) Weak matrix
- B.) Balanced matrix
- C.) Strong matrix
- D.) Sub matrix

Question 13: John is working as a project manager in his organization's PMO department. The PMO department oversees every organizational project being executed and is headed by a PMO manager. Every project is owned by a functional manager in the organization. As a result, John has to report to both the PMO manager and his active projects' functional managers. However John has direct control over the projects. What type of organization John is working in?

- A.) Functional
- B.) Weak Matrix
- C.) Balanced Matrix
- D.) Strong Matrix

Question 14: All mature organizations maintain different templates and formats for all important corporate documents, e.g., project plans, policies, WBS, RFP, etc. Such templates and formats are a part of the:

- A.) PMO charter
- B.) Corporate vision
- C.) Enterprise environmental factors
- D.) Organizational process assets

Question 15: Complex projects are usually divided into multiple project phases in order to gain more control over the project and to attain the desired results. When project scope is not well-defined and progressively elaborated, which of the following phase-to-phase relationships is best suited for successful project completion?

- A.) A Sequential Relationship
- B.) An Iterative Relationship
- C.) An Overlapping Relationship
- D.) Phase-to-Phase relationship has no association with Progressive Elaboration.

Answer Sheet for Self-Assessment 02

Question Number	My Answer	Correct	Incorrect
Question 01		<input type="checkbox"/>	<input type="checkbox"/>
Question 02		<input type="checkbox"/>	<input type="checkbox"/>
Question 03		<input type="checkbox"/>	<input type="checkbox"/>
Question 04		<input type="checkbox"/>	<input type="checkbox"/>
Question 05		<input type="checkbox"/>	<input type="checkbox"/>
Question 06		<input type="checkbox"/>	<input type="checkbox"/>
Question 07		<input type="checkbox"/>	<input type="checkbox"/>
Question 08		<input type="checkbox"/>	<input type="checkbox"/>
Question 09		<input type="checkbox"/>	<input type="checkbox"/>
Question 10		<input type="checkbox"/>	<input type="checkbox"/>
Question 11		<input type="checkbox"/>	<input type="checkbox"/>
Question 12		<input type="checkbox"/>	<input type="checkbox"/>
Question 13		<input type="checkbox"/>	<input type="checkbox"/>
Question 14		<input type="checkbox"/>	<input type="checkbox"/>
Question 15		<input type="checkbox"/>	<input type="checkbox"/>
Total Number			
% Correct		_____ %	

To calculate the % correct, divide the "total correct" by 0.15. Example: If you have 13 correct then calculate $13 / 0.15 = 86.6\%$

Answers for Self-Assessment 02

Question Number	Correct Answer
Question 01	B
Question 02	D
Question 03	C
Question 04	B
Question 05	A
Question 06	A
Question 07	C
Question 08	D
Question 09	B
Question 10	C
Question 11	A
Question 12	B
Question 13	D
Question 14	D
Question 15	B

Answers & Explanations for Self-Assessment 02

Question 1: A 'Scheduling Software Tool' is considered which of the following?

- A.) An Organizational Process Asset
- B.) An Enterprise Environmental Factor
- C.) A Corporate Knowledge Base
- D.) An Organizational Structure

Correct answer is **B**

Explanation: A scheduling tool is used to develop, maintain and track project schedules. Generally speaking, its an item that is not under the control of the project team, is an input to most planning processes, may enhance or constrain project management options, and may have a positive or negative influence on the project outcome, is an Enterprise Environmental Factor. A "Scheduling Software Tool" is such a factor.

Reference: PMBOK Guide 5th Edition, page 29

Question 2: The introduction of a directive PMO into a functional organization enables the organization to advance towards a:

- A.) Project based organization
- B.) Projectized organization
- C.) Functional organization
- D.) Matrix organization

Correct answer is **D**

Explanation: Directive PMOs take control over organizational projects. This development in a functional organization will enable it to evolve into a matrix organization. The project characteristics will determine whether the project will be classified as weak, balanced or strong.

Reference: PMBOK Guide 5th Edition, page 24

Question 3: Generally speaking, during which phase of a project are the funding requirements for the project at their peak?

- A.) Initiating
- B.) Planning
- C.) Executing
- D.) Closing

Correct answer is **C**

Explanation: Project operating costs are at their maximum during the execution phase of the project, which is where the actual project work is carried out.

Reference: PMBOK Guide 5th Edition, page 40

Question 4: Which of the following factors is incorrect about an organization's human resources?

- A.) They are enterprise environmental factors
- B.) They are organizational process assets
- C.) They are considered inputs to most planning processes
- D.) They impose constraints on project management options

Correct answer is **B**

Explanation: Human resources are considered inputs and they may impose constraints. They are a part of enterprise environmental factors and may enhance or constrain project management options, and may also have a positive or negative impact on the project's outcome. But they are not organizational process assets.

Reference: PMBOK Guide 5th Edition, page 29

Question 5: The configuration management knowledge bases contain:

- A.) Baselines of all performing organization standards
- B.) Financial databases
- C.) Historical information on past projects
- D.) Process measurement databases

Correct answer is **A**

Explanation: While it can be argued that all of the given choices either relate to or compliment a configuration management knowledge base, a configuration management knowledge base is actually a collection of organization standards, policies and procedures. This the best answer among the given choices.

Reference: PMBOK Guide 5th Edition, page 28

Question 6: Which of the following types of stakeholders is not recognized by the PMBOK guide.

- A.) Projectized and functional stakeholders
- B.) Positive and negative stakeholders
- C.) Internal and external stakeholders
- D.) Performing and advising stakeholders

Correct answer is **A**

Explanation: Positive, negative, internal, external, performing and advising are some of the types of stakeholders recognized and presented in the PMBOK guide. Although definitions can be crafted for projectized and functional stakeholders, these types are not explicitly recognized by the PMBOK guide.

Reference: PMBOK Guide 5th Edition, page 30

Question 7: If a functional manager provides the funds for executing the project, she is the project's:

- A.) Customer
- B.) User
- C.) Sponsor
- D.) Initiator

Correct answer is **C**

Explanation: The customer pays for the final product after acceptance and the sponsor provides the funds, so that the product can be produced. The product, on the other hand, is used by the user while the initiator is the one who requests the project. The functional manager can assume any role depending on the circumstances. For this question, the best answer needs to be selected. Since it is mentioned that the functional manager is providing the funding, her role is definitely that of a sponsor.

Reference: PMBOK Guide 5th Edition, page 32

Question 8: Predictive life cycles are also known as:

- A.) Sequential life cycles
- B.) Overlapping life cycles
- C.) Repetitive life cycles
- D.) Fully plan-driven life cycles

Correct answer is **D**

Explanation: Predictive life cycles proceed through a series of sequential or overlapping phases. However, they are not known as sequential or overlapping life cycles. They are known as fully plan-driven life cycles because their project scope, time and costs are determined as early in the project life cycle as possible and then they proceed through phases to execute the plan. A repetitive life cycle, on the other hand, will never end, which means it's an invalid choice.

Reference: PMBOK Guide 5th Edition, page 44

Question 9: Which of the following is an enterprise environmental factor?

- A.) Configuration management knowledge bases

- B.) Company work authorization systems
- C.) Process measurement databases
- D.) Historical information and lessons learned knowledge bases

Correct answer is **B**

Explanation: Processes, databases, knowledge and information are organizational process assets. A company work authorization system is an enterprise environmental factor, the rest of the choices are organizational process assets.

Reference: PMBOK Guide 5th Edition, pages 28, 29

Question 10: What is common about project templates and organizational financial control procedures?

- A.) Both form project baselines
- B.) Both are the components of a project management plan
- C.) Both are organizational process assets
- D.) Both are enterprise environmental factors

Correct answer is **C**

Explanation: Project templates and organizational financial control procedures do not form project baselines nor are they components of a project management plan. Likewise, they are not considered enterprise environmental factors. They are organizational process assets that are grouped into processes and procedures for guiding project work.

Reference: PMBOK Guide 5th Edition, page 27

Question 11: Sandra's organization resembles a projectized organization, however it has got some elements of a matrix organization. Which of the following best describes Sandra's organizational structure?

- A.) Strong matrix organization
- B.) Balance matrix organization
- C.) Weak matrix organization
- D.) Functional organization

Correct answer is **A**

Explanation: Sandra's organization is closer to a projectized organization than a typical matrix organization (balanced matrix). Since Sandra's organization does not have all the elements of a projectized organization, but is stronger than a balanced matrix organization, the best answer is a strong-matrix organization.

Reference: PMBOK Guide 5th Edition, page 23

Question 12: Susan works for an organization where the project managers have low to moderate authority on their projects, the project manager and the functional manager are both responsible for the budget, the project manager's involvement is full-time but the project team's involvement is part-time. Which of the following best describes this type of organization?

- A.) Weak matrix
- B.) Balanced matrix
- C.) Strong matrix
- D.) Sub matrix

Correct answer is **B**

Explanation: Sub matrix is not a valid type of an organization. The scenario makes it clear that the project manager and the functional manager share the responsibilities and authorities, hence this is a balanced matrix organization.

Reference: PMBOK Guide 5th Edition, page 22

Question 13: John is working as a project manager in his organization's PMO department. The PMO department oversees every organizational project being executed and is headed by a PMO manager. Every project is owned by a functional manager in the organization. As a result, John has to report to both the PMO manager and his active projects' functional managers. However John has direct control over the projects. What type of organization John is working in?

- A.) Functional
- B.) Weak Matrix
- C.) Balanced Matrix
- D.) Strong Matrix

Correct answer is **D**

Explanation: Since the project manager has multiple reporting lines, he is in a matrix organizational structure. Furthermore, his direct control over the projects indicates its a strong matrix organization.

Reference: PMBOK Guide 5th Edition, page 23

Question 14: All mature organizations maintain different templates and formats for all important corporate documents, e.g., project plans, policies, WBS, RFP, etc. Such templates and formats are a part of the:

- A.) PMO charter
- B.) Corporate vision
- C.) Enterprise environmental factors
- D.) Organizational process assets

Correct answer is **D**

Explanation: The organizational process assets contain all the organization's processes and procedures for conducting the project work including the templates and formats.

Reference: PMBOK Guide 5th Edition, page 27

Question 15: Complex projects are usually divided into multiple project phases in order to gain more control over the project and to attain the desired results. When project scope is not well-defined and progressively elaborated, which of the following phase-to-phase relationships is best suited for successful project completion?

- A.) A Sequential Relationship
- B.) An Iterative Relationship
- C.) An Overlapping Relationship
- D.) Phase-to-Phase relationship has no association with Progressive Elaboration.

Correct answer is **B**

Explanation: An Iterative Relationship is used where only one phase is planned at any given time. This usually results when a high-level vision is developed for the overall undertaking or project, but the detailed scope is elaborated only one iteration at a time.

Reference: PMBOK Guide 5th Edition, page 45

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