

Self-Assessment Questions for Module 01 Introduction & PM Basics

Question 1: According to the PMBOK Guide, a Project Management Office (PMO) may manage:

- A.) An organization's projects.
- B.) An organization's projects and programs.
- C.) An organization's projects, programs and portfolios.
- D.) An organization's projects, programs, portfolios and operations.

Question 2: Linda is a process improvement manager at an Airport. She is responsible for the overall improvement of the airport's operations. She is currently supervising a number of process improvement projects at the airport relating to passenger experience, immigration, baggage handling and cargo processes. For every improvement project, there is a project manager reporting directly to Linda. Which of the following best describes Linda's role?

- A.) Project Coordinator
- B.) Project Manager
- C.) Program Manager
- D.) Portfolio Manager

Question 3: Michael is serving as the Senior Financial Officer at an oil refinery. Michael's job is to manage any excess management reserves, which may include multiple external investments at different banks, the stock exchange, trading, leasing, etc., in order to maximize corporate profit. Each of these investments needs to be managed as a separate project because they all have a maturity period. Selection of the right investment project is not industry specific but rather focuses on environmental conditions and best return rates. Which of the following best describes Michael's role?

- A.) Project Coordinator
- B.) Project Manager
- C.) Program Manager
- D.) Portfolio Manager

Question 4: A Project-Based Organization (PBO) can be created by:

- A.) a functional organization
- B.) a matrix organization
- C.) a projectized organization
- D.) any type of organizational structure

Question 5: Which of the following is not true regarding Progressive Elaboration?

- A.) It prevents Scope Creep.
- B.) It is continuous during the Project Life Cycle.
- C.) It involves detailing project plans.
- D.) It involves adjusting project plans as more accurate estimates become available.

Question 6: Robert works for an air cargo handling company. He has been asked to design a new shipment tracking process for the company. This process is required to electronically track every customer shipment and provide updates. Once designed and approved, Robert is required to transfer this process to the Operations team for implementation. What type of process has been assigned to Robert?

- A.) It is considered an operations process because it will be used continuously.
- B.) It is considered an operations process because air cargo handling falls under operations.
- C.) It is considered a project because it has a specific beginning and a specific end.
- D.) It is considered a project since it contains a deliverable.

Question 7: Sandra works for a pharmaceutical company as a continuous improvement manager. She is currently in charge of the packing process and is responsible for monitoring and continuously improving it. What type of process has been assigned to Sandra?

- A.) It is considered a continuous improvement project.
- B.) It is considered a project since it has a beginning and an end.
- C.) It is considered an operations process because pharmaceutical companies always have operations.
- D.) It is considered an operations process because Sandra's job will be continuous and on-going.

Question 8: Which of the following is the best definition for Project Management?

- A.) Applying knowledge, best practices, skills, tools and techniques to project activities in order to meet the project's requirements.
- B.) Assigning a project manager to a project in order to make sure that the project meets its requirements.
- C.) Initiating, Planning, Executing, Monitoring & Controlling, and Closing a project.
- D.) Developing a Project Management Plan.

Question 9: Kristine has just been assigned a complex software development project. She recently obtained her PMP certification and she is excited about using her newly-acquired skills. However, on this particular project, Kristine thinks that she will not have to use some of the PMBOK Guide processes because they don't fit her project's requirements. Is Kristine doing the right thing?

- A.) Yes, because the PMBOK Guide processes do not have to be applied uniformly to all projects.
- B.) Yes, because Kristine is the project manager and has the right to do whatever she wants.
- C.) No, because this goes against the PMI Code of Ethics and Professional Conduct.
- D.) No, because PMPs must always apply all PMBOK Guide processes to their projects.

Question 10: The total sum of all tangible and intangible elements of an organization can be referred to as:

- A.) Fair value
- B.) Business value
- C.) Actual costs
- D.) Financial ratios

Question 11: Which of the following is not a competing project constraint?

- A.) Scope
- B.) Stakeholders
- C.) Quality
- D.) Risks

Question 12: Which of the following is a strategy execution framework utilizing project, program, and portfolio management as well as organizational practices and approaches to successfully deliver the organizational strategy?

- A.) PMP
- B.) PMO
- C.) WBS
- D.) OPM

Question 13: Which of the following statements is incorrect about a 'directive' PMO?

- A.) A directive PMO may evolve into a supportive PMO as organizational project management practices mature.
- B.) A directive PMO delegates the full control to the project managers.
- C.) The directive PMO integrates data and information from strategic projects.
- D.) The projects supported by a directive PMO may not be related.

Question 14: A project manager should have multi-disciplinary skills in order to deliver successful projects. However, some skills are more important than others. For successful project management, which one of the following skills required of a project manager is of least importance in comparison to the others?

- A.) Sound project management knowledge
- B.) Sound technical knowledge of the product being developed
- C.) Strong communication skills
- D.) Strong personal skills

Question 15: Which of the following is least likely to be a PMO function within an organization?

- A.) Hiring the project teams.
- B.) Coaching and mentoring the project teams.
- C.) Developing project management methodology.
- D.) Monitoring compliance with project management standards.

Answer Sheet for Self-Assessment 01

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 01

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

Answers & Explanations for Self-Assessment 01

Question 1: According to the PMBOK Guide, a Project Management Office (PMO) may manage:

- A.) An organization's projects.
- B.) An organization's projects and programs.
- C.) An organization's projects, programs and portfolios.
- D.) An organization's projects, programs, portfolios and operations.

Correct answer is **C**

Explanation: A PMO doesn't oversee corporate operations. However, it can manage projects, programs and portfolios. According to the PMBOK Guide, 'projects managed by the PMO may not be related, other than by being managed together'.

Reference: PMBOK Guide 5th Edition, page 11

Question 2: Linda is a process improvement manager at an Airport. She is responsible for the overall improvement of the airport's operations. She is currently supervising a number of process improvement projects at the airport relating to passenger experience, immigration, baggage handling and cargo processes. For every improvement project, there is a project manager reporting directly to Linda. Which of the following best describes Linda's role?

- A.) Project Coordinator
- B.) Project Manager
- C.) Program Manager
- D.) Portfolio Manager

Correct answer is **C**

Explanation: All of the project's being supervised by Linda are related because they all fall under airport operations improvement. Linda's role is that of a Program Manager overseeing the projects in the process improvement program at the airport.

Reference: PMBOK Guide 5th Edition, page 9

Question 3: Michael is serving as the Senior Financial Officer at an oil refinery. Michael's job is to manage any excess management reserves, which may include multiple external investments at different banks, the stock exchange, trading, leasing, etc., in order to maximize corporate profit. Each of these investments needs to be managed as a separate project because they all have a maturity period. Selection of the right

investment project is not industry specific but rather focuses on environmental conditions and best return rates. Which of the following best describes Michael's role?

- A.) Project Coordinator
- B.) Project Manager
- C.) Program Manager
- D.) Portfolio Manager

Correct answer is **D**

Explanation: Michael is managing multiple projects that are not related to each other. These projects are independent and they do not have any effect on each other. This is an example of a Portfolio and Michael's role is that of a Portfolio Manager.

Reference: PMBOK Guide 5th Edition, page 9

Question 4: A Project-Based Organization (PBO) can be created by:

- A.) a functional organization
- B.) a matrix organization
- C.) a projectized organization
- D.) any type of organizational structure

Correct answer is **D**

Explanation: PBO's conduct the majority of their work as projects regardless of the organizational structure. They can be created by any type of organizational structure including functional, matrix or projectized and the success of their work is measured by their final result.

Reference: PMBOK Guide 5th Edition, page 14

Question 5: Which of the following is not true regarding Progressive Elaboration?

- A.) It prevents Scope Creep.
- B.) It is continuous during the Project Life Cycle.
- C.) It involves detailing project plans.
- D.) It involves adjusting project plans as more accurate estimates become available.

Correct answer is **A**

Explanation: Progressive Elaboration is an iterative process that fine tunes the Project Management Plan. According to the PMBOK Guide, Progressive Elaboration involves 'continuously improving and detailing project plans as more detailed and specific information and more accurate estimates become available'. Scope Creep refers to uncontrolled changes to requirements and is not related to Progressive Elaboration.

Reference: PMBOK Guide 5th Edition, page 6

Question 6: Robert works for an air cargo handling company. He has been asked to design a new shipment tracking process for the company. This process is required to electronically track every customer shipment and provide updates. Once designed and approved, Robert is required to transfer this process to the Operations team for implementation. What type of process has been assigned to Robert?

- A.) It is considered an operations process because it will be used continuously.
- B.) It is considered an operations process because air cargo handling falls under operations.
- C.) It is considered a project because it has a specific beginning and a specific end.
- D.) It is considered a project since it contains a deliverable.

Correct answer is **C**

Explanation: Robert has been given a task that will end once the design of the process is approved. Since this activity has a specific beginning and a specific end, it is considered a project.

Reference: PMBOK Guide 5th Edition, page 3

Question 7: Sandra works for a pharmaceutical company as a continuous improvement manager. She is currently in charge of the packing process and is responsible for monitoring and continuously improving it. What type of process has been assigned to Sandra?

- A.) It is considered a continuous improvement project.
- B.) It is considered a project since it has a beginning and an end.
- C.) It is considered an operations process because pharmaceutical companies always have operations.
- D.) It is considered an operations process because Sandra's job will be continuous and on-going.

Correct answer is **D**

Explanation: Sandra has been asked to continuously monitor the process and improve it. This is an ongoing process, hence the task type is operations. Pharmaceutical companies can have projects, e.g., new process design, feasibility studies and research projects etc.

Reference: PMBOK Guide 5th Edition, page 3

Question 8: Which of the following is the best definition for Project Management?

- A.) Applying knowledge, best practices, skills, tools and techniques to project activities in order to meet the project's requirements.
- B.) Assigning a project manager to a project in order to make sure that the project meets its requirements.
- C.) Initiating, Planning, Executing, Monitoring & Controlling, and Closing a project.
- D.) Developing a Project Management Plan.

Correct answer is **A**

Explanation: The best answer needs to be selected. The PMBOK Guide defines Project Management as 'the application of knowledge, skills, tools and techniques to project activities to meet the project's requirements'. Simply assigning a project manager or developing a Project Management Plan doesn't imply that the project is being properly managed. Similarly, the actions of initiating, planning, executing, monitoring & controlling, and closing a project doesn't mean that the project is being managed. These are general phases of most projects even if they are not formally defined.

Reference: PMBOK Guide 5th Edition, page 5

Question 9: Kristine has just been assigned a complex software development project. She recently obtained her PMP certification and she is excited about using her newly-acquired skills. However, on this particular project, Kristine thinks that she will not have to use some of the PMBOK Guide processes because they don't fit her project's requirements. Is Kristine doing the right thing?

- A.) Yes, because the PMBOK Guide processes do not have to be applied uniformly to all projects.
- B.) Yes, because Kristine is the project manager and has the right to do whatever she wants.
- C.) No, because this goes against the PMI Code of Ethics and Professional Conduct.
- D.) No, because PMPs must always apply all PMBOK Guide processes to their projects.

Correct answer is **A**

Explanation: The PMBOK Guide contains a set of best project management practices. Most of this knowledge is applicable to most projects, most of the time. However, they do not have to be applied uniformly to all projects. The organization and/or project management team is responsible for determining what is appropriate for any given project.

Reference: PMBOK Guide 5th Edition, page 2

Question 10: The total sum of all tangible and intangible elements of an organization can be referred to as:

- A.) Fair value
- B.) Business value
- C.) Actual costs
- D.) Financial ratios

Correct answer is **B**

Explanation: The sum of all tangible and intangible elements of an organization is the organization's worth. In common terms, it is called business value and it is unique to each organization.

Reference: PMBOK Guide 5th Edition, page 15

Question 11: Which of the following is not a competing project constraint?

- A.) Scope
- B.) Stakeholders
- C.) Quality
- D.) Risks

Correct answer is **B**

Explanation: The six competing project constraints are scope, quality, schedule, budget, resources and risks. The relationship between these six competing project constraints is such that a change to one will probably affect at least one other, if not more. Stakeholders are not constraints.

Reference: PMBOK Guide 5th Edition, page 6

Question 12: Which of the following is a strategy execution framework utilizing project, program, and portfolio management as well as organizational practices and approaches to successfully deliver the organizational strategy?

- A.) PMP
- B.) PMO
- C.) WBS
- D.) OPM

Correct answer is **D**

Explanation: Organizational project management (OPM) is a strategy execution framework utilizing project, program, and portfolio management as well as organizational practices and approaches to successfully deliver the organizational strategy. This strategy produces better performance, better results and a sustainable competitive advantage for the organization.

Reference: PMBOK Guide 5th Edition, page 7

Question 13: Which of the following statements is incorrect about a 'directive' PMO?

- A.) A directive PMO may evolve into a supportive PMO as organizational project management practices mature.
- B.) A directive PMO delegates the full control to the project managers.
- C.) The directive PMO integrates data and information from strategic projects.
- D.) The projects supported by a directive PMO may not be related.

Correct answer is **B**

Explanation: Directive PMOs take control of the project and directly administer them. The degree of control provided by a directive PMO is high. However, that does not mean that the Directive PMO can not devolve into a Controlling or Supportive PMO.

Reference: PMBOK Guide 5th Edition, page 11

Question 14: A project manager should have multi-disciplinary skills in order to deliver successful projects. However, some skills are more important than others. For successful project management, which one of the following skills required of a project manager is of least importance in comparison to the others?

- A.) Sound project management knowledge
- B.) Sound technical knowledge of the product being developed
- C.) Strong communication skills
- D.) Strong personal skills

Correct answer is **B**

Explanation: All of the given choices are important skills. However, if we have to select the 'least important' one, it would be sound technical knowledge of the product being developed. Sound project management skills, communication skills and personal skills are essential skills required for a successful project manager. However, sound technical knowledge is not necessary for successful project management. It is possible for a project manager to have no or just rudimentary technical knowledge and still deliver a successful project because it can be assumed that other project team members working alongside the project manager will have the necessary knowledge.

Reference: PMBOK Guide 5th Edition, page 17

Question 15: Which of the following is least likely to be a PMO function within an organization?

- A.) Hiring the project teams.
- B.) Coaching and mentoring the project teams.

- C.) Developing project management methodology.
- D.) Monitoring compliance with project management standards.

Correct answer is **A**

Explanation: Although the question is very subjective and the roles and responsibilities of PMOs vary from organization to organization, the 'least likely task' needs to be selected. Developing project management methodology, monitoring compliance with project management standards and coaching project teams are usually considered core responsibilities of every PMO. However, a PMO may or may not have the responsibility of hiring the project teams.

Reference: PMBOK Guide 5th Edition, page 11

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