

Self-Assessment Questions for Module 05 Project Scope Management

Question 1: “A project WBS must represent all product and project work, including the project management work”. This is a good project management practice that should be followed. This practice is referred to as which of the following in the PMBOK Guide?

- A.) 100% Rule
- B.) 80/20 Rule
- C.) WBS Rule
- D.) Create WBS Rule of Thumb

Question 2: Value Engineering is a systematic method to improve the "value" of products and services by using an examination of function. Which of the following Define Scope process tools and techniques is this method related to?

- A.) Product Analysis
- B.) Alternatives Identification
- C.) Expert Judgment
- D.) Value Engineering doesn't relate to any of the Define Scope process tools and techniques

Question 3: The breakdown of the project deliverables into smaller components is called?

- A.) Work Breakdown Structure
- B.) Decomposition
- C.) Progressive Elaboration
- D.) Work Packages

Question 4: Which of the following techniques is used to control a project's scope?

- A.) Product Analysis
- B.) Decomposition
- C.) Scope Creep
- D.) Variance Analysis

Question 5: A software development project is underway. The project manager has just received a notification from the project sponsor that the project must be completed at least a month earlier than the planned finish date. The project sponsor plans to announce the project completion during a Board Meeting. Where in the Scope Statement must the project manager record this?

- A.) Acceptance Criteria
- B.) Exclusions
- C.) Assumptions
- D.) Constraints

Question 6: In which of the following Define Scope process tools and techniques is 'lateral thinking' included?

- A.) Alternatives Generation
- B.) Expert Judgment
- C.) Brainstorming
- D.) Focus Groups

Question 7: Mary is assigned to carry out a manufacturing process improvement project. The process to be improved involves a number of departments, and soliciting everyone's input is essential for the success of the project. Mary wants to define the project requirements and thinks that carrying out individual one-on-one interviews with the key cross-functional stakeholders will be too time-consuming. She decides to invite the key stakeholders to a meeting where they can all share their ideas and expectations. This would not only save time for Mary, but also result in better requirements definitions for her project. Which requirements gathering technique is Mary planning to use?

- A.) Focus Group
- B.) Facilitated Workshop
- C.) Nominal Group Technique
- D.) Delphi Technique

Question 8: If changes to the project scope are requested by the customer during the project execution, the changes and their impact must be analyzed during which process?

- A.) Define Scope
- B.) Integrated Change Control
- C.) Validate Scope
- D.) Control Scope

Question 9: Which of the following is incorrect regarding the Validate Scope process?

- A.) It involves inspection of the completed deliverables with the project customer or sponsor.
- B.) It involves formalizing acceptance of the completed project deliverables.
- C.) It involves quality control checks by the project team.
- D.) It can be performed parallel to the Control Quality process.

Question 10: Julie is managing a software development project. The project is divided into multiple phases and the completion of each phase requires a customer inspection and final approval. The first project phase has just been completed and the project team was given the green light after conducting intensive quality control checks, as outlined in the Quality Management Plan. However, during the inspection, the customer rejected the deliverable. What should Julie do next?

- A.) Issue a change request
- B.) Negotiate with the customer to approve the deliverable
- C.) Escalate the issue to the project sponsor
- D.) Ask the project team to make the required changes immediately

Question 11: Peter is assigned to manage a causeway construction project. He is conducting a Facilitated Workshop with all the key stakeholders to gather the project's requirements. During the meeting a lot of ideas are generated, one leading to another. It is very easy to lose track of all these ideas when there is a large group of participants. Which graphical analysis technique should Peter use to help document the ideas being generated, as well as connecting them together so that the trail is not lost?

- A.) Brainstorming
- B.) Nominal Group Technique
- C.) Affinity Diagram
- D.) Mind Map

Question 12: Which of the following techniques relates to "job shadowing"?

- A.) Interviews
- B.) Questionnaires and Surveys
- C.) Observation
- D.) Prototypes

Question 13: Which of the following is not usually a component of the WBS Dictionary?

- A.) Code of Account Identifier
- B.) Responsible Organization
- C.) Resource List
- D.) Resources Required

Question 14: If an approved change request impacts project scope, which of the following documents must be updated?

- A.) Project Budget
- B.) WBS Dictionary
- C.) Communications Management Plan
- D.) Human Resource Plan

Question 15: A project manager is managing a process improvement project based on the Six Sigma process improvement methodology. The Six Sigma methodology is being tested for the first time in the company. In addition, this is the first time the project manager is managing such a project. The project manager wants to create the project's WBS but there are no Six Sigma Organizational Process Assets available. Which of the following would help the project manager create the project WBS?

- A.) Lessons Learned
- B.) WBS Templates
- C.) Scope statement
- D.) Decomposition

Answer Sheet for Self-Assessment 05

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 05

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

Answers & Explanations for Self-Assessment 05

Question 1: “A project WBS must represent all product and project work, including the project management work”. This is a good project management practice that should be followed. This practice is referred to as which of the following in the PMBOK Guide?

- A.) 100% Rule
- B.) 80/20 Rule
- C.) WBS Rule
- D.) Create WBS Rule of Thumb

Correct answer is **A**

Explanation: In the PMBOK Guide, this is referred to as the '100% rule', which means that a WBS must include 100% of the work to be performed on the project, including all product and project work.

Reference: PMBOK Guide 5th Edition, page 131

Question 2: Value Engineering is a systematic method to improve the "value" of products and services by using an examination of function. Which of the following Define Scope process tools and techniques is this method related to?

- A.) Product Analysis
- B.) Alternatives Identification
- C.) Expert Judgment
- D.) Value Engineering doesn't relate to any of the Define Scope process tools and techniques

Correct answer is **A**

Explanation: Value Engineering relates to the Product Analysis tool and technique of the Define Scope process. It is used to translate high level product descriptions into tangible, cost-effective deliverables.

Reference: PMBOK Guide 5th Edition, page 122

Question 3: The breakdown of the project deliverables into smaller components is called?

- A.) Work Breakdown Structure
- B.) Decomposition
- C.) Progressive Elaboration
- D.) Work Packages

Correct answer is **B**

Explanation: The question is referring to the activity that breaks down project deliverables into smaller components, i.e., the work packages. This activity is called Decomposition, which is a tool and technique of the Create WBS process.

Reference: PMBOK Guide 5th Edition, page 128

Question 4: Which of the following techniques is used to control a project's scope?

- A.) Product Analysis
- B.) Decomposition
- C.) Scope Creep
- D.) Variance Analysis

Correct answer is **D**

Explanation: There is only one tool and technique used during the Control Scope process and that is Variance Analysis. This is performed in order to assess the magnitude of variation from the original Scope Baseline.

Reference: PMBOK Guide 5th Edition, page 139

Question 5: A software development project is underway. The project manager has just received a notification from the project sponsor that the project must be completed at least a month earlier than the planned finish date. The project sponsor plans to announce the project completion during a Board Meeting. Where in the Scope Statement must the project manager record this?

- A.) Acceptance Criteria
- B.) Exclusions
- C.) Assumptions
- D.) Constraints

Correct answer is **D**

Explanation: This is imposing an early finish date on the project. This is considered a project constraint.

Reference: PMBOK Guide 5th Edition, page 124

Question 6: In which of the following Define Scope process tools and techniques is 'lateral thinking' included?

- A.) Alternatives Generation
- B.) Expert Judgment
- C.) Brainstorming
- D.) Focus Groups

Correct answer is **A**

Explanation: Brainstorming and Focus Groups are not tools and techniques used in the Define Scope process. Lateral thinking relates to the Alternatives Generation tool and technique and is used to identify different approaches that can be used to carry out the project work.

Reference: PMBOK Guide 5th Edition, page 123

Question 7: Mary is assigned to carry out a manufacturing process improvement project. The process to be improved involves a number of departments, and soliciting everyone's input is essential for the success of the project. Mary wants to define the project requirements and thinks that carrying out individual one-on-one interviews with the key cross-functional stakeholders will be too time-consuming. She decides to invite the key stakeholders to a meeting where they can all share their ideas and expectations. This would not only save time for Mary, but also result in better requirements definitions for her project. Which requirements gathering technique is Mary planning to use?

- A.) Focus Group
- B.) Facilitated Workshop
- C.) Nominal Group Technique
- D.) Delphi Technique

Correct answer is **B**

Explanation: Mary is planning to invite key stakeholders and not the subject matter experts. Therefore it isn't a Focus Group because that requires the presence of pre-qualified stakeholders and subject matter experts to help 'understand' the project requirements. What Mary is doing is an example of a Facilitated Workshop where the key stakeholders, who indirectly own the project, 'define' the project requirements. There is a very subtle difference between the two techniques. During Focus Group meetings, the idea is to obtain subject matter experts' opinions on a product's requirements and other details. A Facilitated Workshop is used to collect the project's requirements, based on the expectations of the key stakeholders.

Reference: PMBOK Guide 5th Edition, page 114

Question 8: If changes to the project scope are requested by the customer during the project execution, the changes and their impact must be analyzed during which process?

- A.) Define Scope
- B.) Integrated Change Control
- C.) Validate Scope
- D.) Control Scope

Correct answer is **D**

Explanation: The answer should be a monitoring and controlling process. If a change request regarding changes in project scope is requested after the approval of the Scope Baseline, the change request must be analyzed during the Control Scope process before forwarding it to the Integrated Change Control process for approval.

Reference: PMBOK Guide 5th Edition, page 136

Question 9: Which of the following is incorrect regarding the Validate Scope process?

- A.) It involves inspection of the completed deliverables with the project customer or sponsor.
- B.) It involves formalizing acceptance of the completed project deliverables.
- C.) It involves quality control checks by the project team.
- D.) It can be performed parallel to the Control Quality process.

Correct answer is **C**

Explanation: Although the Validate Scope process differs from the Control Quality process, both of these processes can be performed in parallel. The quality control checks by the project team occur during the Control Quality process, not the Validate Scope process.

Reference: PMBOK Guide 5th Edition, page 134

Question 10: Julie is managing a software development project. The project is divided into multiple phases and the completion of each phase requires a customer inspection and final approval. The first project phase has just been completed and the project team was given the green light after conducting intensive quality control checks, as outlined in the Quality Management Plan. However, during the inspection, the customer rejected the deliverable. What should Julie do next?

- A.) Issue a change request
- B.) Negotiate with the customer to approve the deliverable
- C.) Escalate the issue to the project sponsor
- D.) Ask the project team to make the required changes immediately

Correct answer is **A**

Explanation: The rejection may be based on found defects or changes in customer requirements. No matter what the reason is, changes have to be made because the project customer has asked for them. Therefore, a proper change control process needs to be followed and the next logical action for Julie is to issue a change request.

Reference: PMBOK Guide 5th Edition, page 136

Question 11: Peter is assigned to manage a causeway construction project. He is conducting a Facilitated Workshop with all the key stakeholders to gather the project's requirements. During the meeting a lot of ideas are generated, one leading to another. It is very easy to lose track of all these ideas when there is a large group of participants. Which graphical analysis technique should Peter use to help document the ideas being generated, as well as connecting them together so that the trail is not lost?

- A.) Brainstorming
- B.) Nominal Group Technique
- C.) Affinity Diagram
- D.) Mind Map

Correct answer is **D**

Explanation: Brainstorming and Nominal Group Techniques are not graphical analysis techniques. Although the Affinity Diagram is a type of graphical analysis technique, this technique sorts different ideas into groups but does not record their trail. A Mind Map is a diagram that spawns from a point and records each idea as a branch of its parent idea, and therefore records the trail.

Reference: PMBOK Guide 5th Edition, page 115

Question 12: Which of the following techniques relates to "job shadowing"?

- A.) Interviews
- B.) Questionnaires and Surveys
- C.) Observation
- D.) Prototypes

Correct answer is **C**

Explanation: "Job shadowing" involves witnessing a process during its execution by the team member. It is a very helpful technique to use in order to understand the details involved in a process. "Job shadowing" is also called Observation.

Reference: PMBOK Guide 5th Edition, page 116

Question 13: Which of the following is not usually a component of the WBS Dictionary?

- A.) Code of Account Identifier
- B.) Responsible Organization
- C.) Resource List
- D.) Resources Required

Correct answer is **C**

Explanation: The WBS Dictionary is created during the planning phase of the project. The Resource List is usually created when the resources are actually acquired, which occurs during the executing phase of the project.

Reference: PMBOK Guide 5th Edition, page 132

Question 14: If an approved change request impacts project scope, which of the following documents must be updated?

- A.) Project Budget
- B.) WBS Dictionary
- C.) Communications Management Plan
- D.) Human Resource Plan

Correct answer is **B**

Explanation: The question is asking for a document that must be updated every time there is a change in project scope. Whenever there is a change in project scope, the project Scope Statement must be updated. As a result, the project WBS will be updated and in turn so will the WBS dictionary.

Reference: PMBOK Guide 5th Edition, page 140

Question 15: A project manager is managing a process improvement project based on the Six Sigma process improvement methodology. The Six Sigma methodology is being tested for the first time in the company. In addition, this is the first time the project manager is managing such a project. The project manager wants to create the project's WBS but there are no Six Sigma Organizational Process Assets available. Which of the following would help the project manager create the project WBS?

- A.) Lessons Learned
- B.) WBS Templates
- C.) Scope statement
- D.) Decomposition

Correct answer is **B**

Explanation: The required knowledge does not currently exist in the company. The project manager must look for external sources for this information. WBS templates can be very helpful to the project manager when drafting his project's WBS.

Reference: PMBOK Guide 5th Edition, page 127

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