Self-Assessment Questions for
Module 04 Project Integration Management

Question 1: Which of the following will not be an input to the Develop Project Charter process, if the project being initiated is internal to the organization?

A.) Enterprise Environmental Factors
B.) Business Case
C.) Project Statement of Work
D.) Contract

Question 2: According to the PMBOK Guide, who is generally responsible for approving or rejecting complex change requests carried out in major projects at large organizations?

A.) Project Customer
B.) Project Sponsor
C.) Project Manager
D.) Change Control Board

Question 3: Which of the following is not a part of a project's administrative closure?

A.) Verification of the exit criteria
B.) Auditing project success or failure
C.) Alternative Dispute Resolution (ADR)
D.) Updating Organizational Process Assets

Question 4: Which of the following statements is true regarding the Monitor and Control Project Work process?

A.) It is a discrete process that is only performed during the monitoring & controlling phase of the project.
B.) It is a continuous process that is only performed parallel to the project executing and closing phases.
C.) It is a continuous process that is performed parallel to every project phase.
D.) It is a continuous process that is only performed parallel to the project executing phase.

Question 5: Nancy is managing a project that has been divided into multiple phases for better project management and control. After the completion of each phase, Nancy is required to obtain formal approval in order to initiate the next phase. Which of the following documents formally initiates a new phase?

    A.) Change Request
    B.) Project Management Plan
    C.) Project Statement of Work
    D.) Project Charter

Question 6: Certain critical processes, such as the Develop Project Management Plan process, rely on Expert Judgment for robust Project Management Plan development. Which of the following cannot provide Expert Judgment?

    A.) Lessons Learned Library
    B.) Consultants
    C.) Subject Matter Experts
    D.) Customers

Question 7: STL Construction is engaged in multiple small to medium-sized construction projects all across the state. Every project is being managed by a project manager, and every project manager has a dedicated project team reporting to him. The CEO of the company has realized that there is a lot of potential in the company to minimize costs by making sure that projects are being more efficiently managed. The CEO has recently created a PMO department in the company and has made it responsible for project tracking, status reviewing, and progress regulation in order to meet performance objectives. In this scenario, the PMO department is responsible for which management process?

    A.) Direct & Manage Project Work
    B.) Monitor & Control Project Work
    C.) Develop Project Management Plan
    D.) Close Project or Phase

Question 8: According to the PMBOK Guide, which of the following activities is not carried out during the Close Project or Phase process?

    A.) Archiving project information
    B.) Final product or result transition
    C.) Gathering lessons learned
    D.) Inspection of deliverables by the project team

Question 9: Which of the following is not a component of the Project Management Plan?

    A.) Project Management Methodology
    B.) Cost Baseline
    C.) Issue log
    D.) Change Management Plan

Question 10: Michael is a project manager and is performing the administrative closure of his project. He is gathering Lessons Learned and transferring them to the Organizational Process Assets. The project was very complex, and a couple of times the project went over budget as a result of some incorrect decisions he made. However, Michael was able to complete the project on time and within budget. Michael is uncertain if he should include these incorrect decisions and their impact on the project as part of the Organizational Process Assets Updates, since they did not affect the overall project success. What is Michael's best course of action in this scenario?

    A.) Michael should document the events but deny his responsibility for causing them.
    B.) Michael should document his incorrect decisions, along with their impact.
    C.) Michael should not document these events at all.
    D.) Michael should seek his manager's opinion.

Question 11: If a Change Control Board has been set up to review every change request for a project, where should the roles and responsibilities of this board be documented?

    A.) Project Management Plan
    B.) Change Requests
    C.) Scope Management Plan
    D.) Project Charter

Question 12: Which of the following is usually not a component of a Project Charter?

    A.) Project Justification
    B.) Project Activity Schedule
    C.) Project Success Criteria
    D.) Project High-level Risks

Question 13: Stephanie is currently performing an inspection of the newly-produced project deliverables. She determines that some of the deliverables do not meet the required quality standards and asks the team to rework these deliverables. The rework in this scenario is an example of which of the following?

    A.) Risk Mitigation
    B.) Defect Repair
    C.) Corrective Action
    D.) Preventive Action

Question 14: Stanley is working as a project coordinator in his company. Ashley, the project manager of the project, has assigned Stanley to oversee the project team as they perform various project execution tasks. Stanley is responsible for coordinating all these project execution tasks and processes, ensuring that the project work is being carried out as planned, and reporting this information to Ashley. On the other hand, Ashley is performing Change Management, Variance Analysis and Project Control. Stanley is responsible for which of the following processes?

    A.) Manage Communications
    B.) Control Communications
    C.) Direct & Manage Project Work
    D.) Monitor & Control Project Work

Question 15: The planning phase of any project is one of the most critical periods in a project's lifecycle. Every project's success heavily depends upon how the project was planned. All of the planning processes that are defined in the PMBOK 5 Guide are not required to be sequentially followed; rather multiple iterations of these processes are performed during the planning phase. Which of the planning processes (or its iteration) needs to be performed as the last planning process?

    A.) Develop Project Management Plan
    B.) Develop Human Resource Plan
    C.) Develop Communications Management Plan
    D.) Develop Quality Management Plan

Answer Sheet for Self-Assessment 04

Question Number	My Answer	Correct	Incorrect
Question 01		☐	☐
Question 02		☐	☐
Question 03		☐	☐
Question 04		☐	☐
Question 05		☐	☐
Question 06		☐	☐
Question 07		☐	☐
Question 08		☐	☐
Question 09		☐	☐
Question 10		☐	☐
Question 11		☐	☐
Question 12		☐	☐
Question 13		☐	☐
Question 14		☐	☐
Question 15		☐	☐
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 04

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

Answers & Explanations for Self-Assessment 04

Question 1: Which of the following will not be an input to the Develop Project Charter process, if the project being initiated is internal to the organization?

A.) Enterprise Environmental Factors
B.) Business Case
C.) Project Statement of Work
D.) Contract

Correct answer is **D**

Explanation: A contract is a binding legal document between two parties, usually the buyer and the seller. Contracts are not required to initiate internal organizational projects.

Reference: PMBOK Guide 5th Edition, page 70

Question 2: According to the PMBOK Guide, who is generally responsible for approving or rejecting complex change requests carried out in major projects at large organizations?

A.) Project Customer
B.) Project Sponsor
C.) Project Manager
D.) Change Control Board

Correct answer is **D**

Explanation: A project manager may have the authority to approve or reject some change requests on some projects. However, usually a Change Control Board is set up that is responsible for reviewing and approving or rejecting change requests.

Reference: PMBOK Guide 5th Edition, page 96

Question 3: Which of the following is not a part of a project's administrative closure?

A.) Verification of the exit criteria
B.) Auditing project success or failure
C.) Alternative Dispute Resolution (ADR)
D.) Updating Organizational Process Assets

Correct answer is **C**

Explanation: Alternative Dispute Resolution (ADR) is used when two parties of a contract cannot settle a claim amongst themselves. This method is

used during Project Procurement Management and not during Project Integration Management.

Reference: PMBOK Guide 5th Edition, page 101

Question 4: Which of the following statements is true regarding the Monitor and Control Project Work process?

A.) It is a discrete process that is only performed during the monitoring & controlling phase of the project.
B.) It is a continuous process that is only performed parallel to the project executing and closing phases.
C.) It is a continuous process that is performed parallel to every project phase.
D.) It is a continuous process that is only performed parallel to the project executing phase.

Correct answer is **C**

Explanation: Monitor and Control Project Work is a continuous process. Although it is a process from the Monitoring & Controlling process group, it is performed parallel to every project phase.

Reference: PMBOK Guide 5th Edition, page 88

Question 5: Nancy is managing a project that has been divided into multiple phases for better project management and control. After the completion of each phase, Nancy is required to obtain formal approval in order to initiate the next phase. Which of the following documents formally initiates a new phase?

A.) Change Request
B.) Project Management Plan
C.) Project Statement of Work
D.) Project Charter

Correct answer is **D**

Explanation: Every phase should be treated as a sub-project. Every phase should be initiated, planned, executed, monitored and controlled, and closed. The Project Charter is the document that formally initiates a project or a phase.

Reference: PMBOK Guide 5th Edition, page 66

Question 6: Certain critical processes, such as the Develop Project Management Plan process, rely on Expert Judgment for robust Project Management Plan development. Which of the following cannot provide Expert Judgment?

A.) Lessons Learned Library
B.) Consultants
C.) Subject Matter Experts
D.) Customers

Correct answer is **A**

Explanation: Expert Judgment can only be provided by an individual or a group of individuals having the required knowledge and skills under consideration. A Lessons Learned Library can help gather facts and increase awareness, but it cannot provide Expert Judgment.

Reference: PMBOK Guide 5th Edition, page 76

Question 7: STL Construction is engaged in multiple small to medium-sized construction projects all across the state. Every project is being managed by a project manager, and every project manager has a dedicated project team reporting to him. The CEO of the company has realized that there is a lot of potential in the company to minimize costs by making sure that projects are being more efficiently managed. The CEO has recently created a PMO department in the company and has made it responsible for project tracking, status reviewing, and progress regulation in order to meet performance objectives. In this scenario, the PMO department is responsible for which management process?

A.) Direct & Manage Project Work
B.) Monitor & Control Project Work
C.) Develop Project Management Plan
D.) Close Project or Phase

Correct answer is **B**

Explanation: In this scenario, the PMO is ensuring compliance and controlling the performance of project teams. This is considered a Monitoring & Controlling process.

Reference: PMBOK Guide 5th Edition, page 86

Question 8: According to the PMBOK Guide, which of the following activities is not carried out during the Close Project or Phase process?

A.) Archiving project information
B.) Final product or result transition
C.) Gathering lessons learned
D.) Inspection of deliverables by the project team

Correct answer is **D**

Explanation: Inspection of deliverables by the project team is related to quality control. This activity is performed during the Control Quality process and not during the Close Project or Phase process.

Reference: PMBOK Guide 5th Edition, page 101

Question 9: Which of the following is not a component of the Project Management Plan?

A.) Project Management Methodology
B.) Cost Baseline
C.) Issue log
D.) Change Management Plan

Correct answer is **C**

Explanation: The issue log is a project document. However, it is not a component of the Project Management Plan.

Reference: PMBOK Guide 5th Edition, page 78

Question 10: Michael is a project manager and is performing the administrative closure of his project. He is gathering Lessons Learned and transferring them to the Organizational Process Assets. The project was very complex, and a couple of times the project went over budget as a result of some incorrect decisions he made. However, Michael was able to complete the project on time and within budget. Michael is uncertain if he should include these incorrect decisions and their impact on the project as part of the Organizational Process Assets Updates, since they did not affect the overall project success. What is Michael's best course of action in this scenario?

A.) Michael should document the events but deny his responsibility for causing them.
B.) Michael should document his incorrect decisions, along with their impact.
C.) Michael should not document these events at all.
D.) Michael should seek his manager's opinion.

Correct answer is **B**

Explanation: Michael should be honest. He should document his incorrect decisions, along with their impact.

Reference: PMI Code of Ethics and Professional Conduct, Honesty

Question 11: If a Change Control Board has been set up to review every change request for a project, where should the roles and responsibilities of this board be documented?

    A.) Project Management Plan
    B.) Change Requests
    C.) Scope Management Plan
    D.) Project Charter

Correct answer is **A**

Explanation: Not every change request has an impact on project scope. The Scope Management Plan is not the right place to document the CCB's roles and responsibilities. Change requests are created when needed, and not during the early planning phase when the project roles and responsibilities are determined and documented. Likewise, the Project Charter contains only high level project information. Hence, the roles and responsibilities of the CCB are documented in the Project Management Plan.

Reference: PMBOK Guide 5th Edition, page 96

Question 12: Which of the following is usually not a component of a Project Charter?

    A.) Project Justification
    B.) Project Activity Schedule
    C.) Project Success Criteria
    D.) Project High-level Risks

Correct answer is **B**

Explanation: Project activities are identified during the planning phase of the project. During project initiation usually a summary milestone schedule is developed, but the specific project activities and tasks are not identified and documented in the Project Charter.

Reference: PMBOK Guide 5th Edition, pages 71, 72

Question 13: Stephanie is currently performing an inspection of the newly-produced project deliverables. She determines that some of the deliverables do not meet the required quality standards and asks the team to rework these deliverables. The rework in this scenario is an example of which of the following?

    A.) Risk Mitigation
    B.) Defect Repair
    C.) Corrective Action
    D.) Preventive Action

Correct answer is **B**

Explanation: Since the quality issues with the deliverables have been identified, this cannot be considered a risk. Risks are uncertain future events. This is also not a proactive measure to prevent future issues, and therefore cannot be considered a Preventive Action either. Corrective Actions are the measures taken to bring future project performance back to the acceptable standards, while a Defect Repair refers to reworking the rejected deliverables.

Reference: PMBOK Guide 5th Edition, page 81

Question 14: Stanley is working as a project coordinator in his company. Ashley, the project manager of the project, has assigned Stanley to oversee the project team as they perform various project execution tasks. Stanley is responsible for coordinating all these project execution tasks and processes, ensuring that the project work is being carried out as planned, and reporting this information to Ashley. On the other hand, Ashley is performing Change Management, Variance Analysis and Project Control. Stanley is responsible for which of the following processes?

A.) Manage Communications
B.) Control Communications
C.) Direct & Manage Project Work
D.) Monitor & Control Project Work

Correct answer is **C**

Explanation: Stanley's major role is coordination, which is an executing process. He is responsible for the Direct & Manage Project Work process. Stanley's responsibilities are closely linked to the Monitor & Control Project Work process, but that process involves Variance Analysis, Change Management and Project Control, which are Ashley's responsibilities, not Stanley's.

Reference: PMBOK Guide 5th Edition, pages 80, 81

Question 15: The planning phase of any project is one of the most critical periods in a project's lifecycle. Every project's success heavily depends upon how the project was planned. All of the planning processes that are defined in the PMBOK 5 Guide are not required to be sequentially followed; rather multiple iterations of these processes are performed during the planning phase. Which of the planning processes (or its iteration) needs to be performed as the last planning process?

A.) Develop Project Management Plan
B.) Develop Human Resource Plan
C.) Develop Communications Management Plan

D.) Develop Quality Management Plan

Correct answer is **A**

Explanation: Every project plan is a subsidiary of the Project Management Plan. The Project Management Plan is finalized when all its subsidiary plans are developed and approved. The Develop Project Management Plan is the last planning process that is performed during the planning phase of the project.

Reference: PMBOK Guide 5th Edition, pages 72, 73

Disclaimer and Copyright Statement