

PROFESSIONAL EDUCATION ASSESSMENT ITEMS ON PROJECT MANAGEMENT PROCESSES

ASSESSMENT ITEM #1 STEM

Selecting the relevant inputs and outputs that apply to your specific project from each of the PM Processes is known as:

1. Tailoring
2. Refining
3. Integrating
4. Initiating

Key/Rationales

Correct. Selecting which inputs and outputs meet the needs of a particular project across the PM process groups is how the project manager tailors these processes to the project.

Incorrect. Refining is an activity that takes place during the development of the project management plan, where stakeholder feedback and requested changes are incorporated into the plan.

Incorrect. Integrating refers to tasks related to Project Integration Management. These actions, such as unifying, consolidating, and articulating choices across PM processes, take place throughout the project lifecycle.

Incorrect. Initiating is the first of the five PM process groups. In this group, tasks are performed to define a project, its initial scope, financial resources, and stakeholders to secure authorization for the project to start.

Bloom's Level: Remember

ASSESSMENT ITEM #2 STEM

Your eLearning project is underway and a sufficient number of storyboards have been drafted for you to measure performance. You determine how many are being sent to editing per day, and the pass/fail rate so you can compare these figures to your performance baseline. What project management process group are you in?

1. Initiating
2. Planning
3. Executing
4. Monitoring & Controlling

Key/Rationales

Incorrect. Storyboards would be produced as part of the Executing process group, which is two groups after Initiating activities.

Incorrect. Storyboards would be produced as part of the Executing process group, which follows the Planning process group.

Incorrect. While quality assurance is performed during the Executing process group, the measuring of performance against performance baselines happens in the Monitoring & Controlling process group.

Correct. Measuring performance against your performance baseline is a task in the Monitoring & Controlling process group. Quality assurance is performed in the Executing process group, but not measurements.

Bloom's Level: Understand

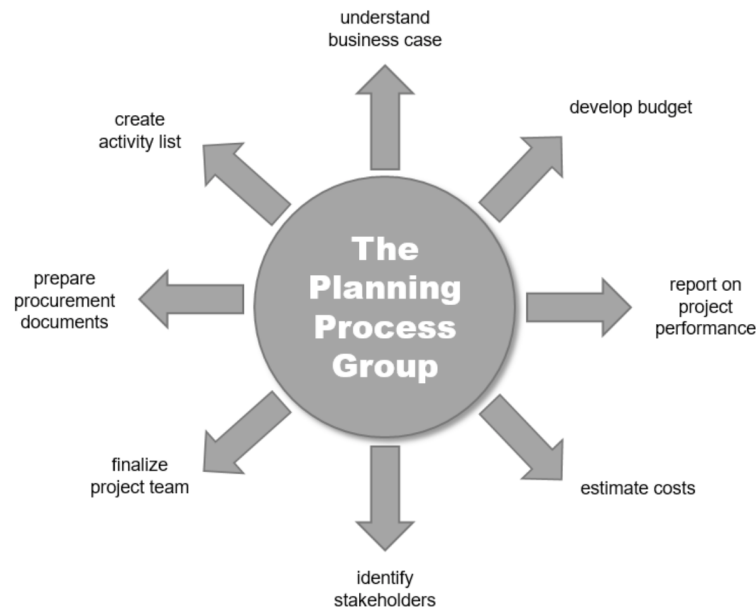


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ASSESSMENT ITEM #3 STEM

The tasks in the Planning Process Group establish the total scope of the project effort. In the diagram below, some of the tasks shown are part of the Planning Process Group and some are not. Identify the correct tasks by circling them.



KEY/RATIONALES

- Understand business case – **Incorrect**. This activity is part of the first process group, Initiating. The business case goes into the project charter.
- Develop budget – **Correct**. Costs are estimated and the budget is developed during the Planning Process.
- Report on project performance – **Incorrect**. Project performance is reported as part of the Monitoring & Controlling Process Group. This information then goes into any updates of the project management plan.
- Estimate costs – **Correct**. Costs are estimated and the budget is developed during the Planning Process.
- Identify stakeholders – **Incorrect**. Stakeholders are identified in the very first process group, Initiating, and go into the stakeholder registry along with stakeholder needs and expectations.
- Finalize project team – **Incorrect**. The team is determined during Planning, but is finalized in the following group, Execution Process.
- Prepare procurement documents – **Correct**. Determining what to purchase and preparing procurement documents are both part of the Planning Process.
- Create activity list – **Correct**. The work breakdown structure and the associated activity list are both created during the Planning Process.

BLOOM'S LEVEL: Understand



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ASSESSMENT ITEM #4

STEM

You meet with a stakeholder who was very influential in establishing the project charter. She is also serving as a significant project SME. She wants to know why her request regarding expansion of the content scope in her SME area has not been approved. She also wants to see the issues log. What PM process group and what activity does this meeting come under?

1. Initiating / Monitoring & Controlling/Control Schedule
2. Execution / Manage Stakeholder Expectations
3. Execution / Manage Project Team
4. Monitoring & Controlling/Monitor and Control Risks

KEY/RATIONALES

1. **Incorrect.** This group tracks, reviews, and regulates project progress and performance while the Control Schedule activity relates to managing changes to the schedule baseline. Both are higher-level functions than this meeting.
2. **Incorrect.** This group does include coordinating people and managing stakeholder expectations, but this meeting is not about the SME as a stakeholder.
3. **Correct.** This group includes completing the work defined in the project management plan, and Managing Project Team includes tracking team member performance, feedback to team members, and resolving issues. This is at the heart of this meeting.
4. **Incorrect.** This group tracks, reviews, and regulates project progress and performance. Monitor and Control Risks refers to the implementation of risk response plans and tracking identified risks at a broad level. Neither would refer to an individual SME.

BLOOM'S LEVEL: Apply

ASSESSMENT ITEM #5

STEM

Determine which of the following represent a project by writing "Y" for yes or "N" for no next to each one. Is this a project?

1. _____ Your supervisor offers your services to Human Resources at the beginning of a new fiscal year to help develop a company-wide recycle plan. HR will implement, but you will plan and perform measurements and write up a summary report at the end of the second quarter.
2. _____ You are tasked with determining what is needed to improve your company's internal marketing for the promotion of a series of Lunch-and-Learn sessions given by outside specialists. Your supervisor asks you to attend each session and submit written observations on an ongoing basis.
3. _____ An acquisition is being considered that would add a new service to your company. You are asked to research the company, the technology related to this service, and how it will be integrated. You will present your written findings in a slide deck at the next scheduled board meeting.
4. _____ The annual company picnic needs a coordinator and you've been tagged. Some of last year's vendors were not acceptable, so this will involve research, assignments, a schedule, and procurement plans. You have five months for the task.

KEY/RATIONALES

1. Y-Correct. N-Incorrect. This task has a clear start and finish. The end result or product is your report.
2. N-Correct. Y-Incorrect. This task has a clear start, but no clear finish. Your written observations are an end result, but they are ongoing until something changes.
3. Y-Correct. N-Incorrect. This task has a clear start and finish. The end result is your presentation at the board meeting.
4. Y-Correct. N-Incorrect. The task has a clear start and finish. The end result is the picnic that will take place in five months.

BLOOM'S LEVEL: Evaluate



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ASSESSMENT ITEM #6

STEM

For each of the following activities, write the name of one of the five Project Process Groups to which it belongs.
Answer options: Initiating, Planning, Executing, Monitoring & Controlling, Closing

1. _____ Perform Quantitative Risk Analysis
2. _____ Perform Quality Control
3. _____ Identify Stakeholders
4. _____ Perform Quality Assurance
5. _____ Develop Project Team
6. _____ Report Performance

KEY/RATIONALES

1. Planning=Correct All Others=Incorrect
The quantitative risk analysis is one element that goes into the Risk Management Plan and is part of the next to the last activity in the **Planning** Process Group.
2. Monitoring & Controlling=Correct All Others=Incorrect
Perform quality control is the capturing of the results of performance assessment and is an activity in the **Monitoring & Controlling** Process Group.
3. Initiating=Correct All Others=Incorrect
Identify stakeholders is an activity in the **Initiating** Process Group. All people or organizations impacted by the project, as well as their interests and involvement in the project, go into the Stakeholder Registry.
4. Executing=Correct All Others=Incorrect
Perform quality assurance involves auditing the project's quality requirements and results from quality control measurements to maintain quality standards. It is an activity in the **Executing** Process Group.
5. Executing=Correct All Others=Incorrect
While the team is identified in the Planning Process Group, it is finalized, developed, managed, and evaluated in the **Executing** Process Group.
6. Monitoring & Controlling=Correct All Others=Incorrect
Status reports, progress measurements, and forecasts are included in the collecting and sharing of Performance Report information. This is an activity in the **Monitoring & Controlling** Process Group.

BLOOM'S LEVEL: Understand



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