SELF ASSESSMENT QUESTIONS

This assessment has been designed to allow you to test the understanding and knowledge that you have gained from attending the project management training programme. It comprises 30 multiple-choice questions and should take you one hour to complete. Note that in some instances multiple answers may be correct.

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MODULE 1 DEFINITIONS AND CONCEPTS

1. A project is:
   a. An activity with a fixed start date, but no end date
   b. A number of ongoing tasks an organisation undertakes
   c. A set of activities with fixed start and end dates
   d. A task without a budget

2. Project management is:
   a. Just like any other kind of management
   b. Done differently in the United States and Europe
   c. A job that should only be undertaken by technical staff
   d. The planning and controlling of resources for a specific time to achieve a pre-determined goal

3. Which one of these is not part of the project life cycle?
   a. Implementation
   b. Ongoing maintenance
   c. Conceptualisation
   d. Planning
4. Projects can fail because:
   a. The project is planned in too much detail
   b. The project is not controlled closely
   c. Stakeholder requirements are too specific
   d. Project risks are identified too early in the project

MODULE 2 PLANNING

5. What two types of quote are often used for projects?
   a. Fixed or negotiated
   b. Variable or cash on delivery
   c. Fixed or variable
   d. Variable or performance based

6. The project charter:
   a. Is only used for large projects
   b. Is the project mission statement
   c. Is a detailed project plan for the project
   d. Does not contain the stakeholder’s responsibilities

7. The Work Breakdown Structure (WBS):
   a. Is a list of the main phases of the project
   b. Is only needed if a project planning software is used
   c. Should cover task on an hour by hour basis
   d. A hierarchical description of all the tasks to be performed

8. The Resource and Responsibility Allocation Matrix (RRAM)
   a. Sets out the responsible resource for each task
   b. Does not include stakeholder responsibilities
   c. Lists responsible and required resources
   d. Does not include the project support staff
9. The following are methods for project estimation:
   a. Standards within the company
   b. Estimates based on costing individual activities
   c. Algorithmic techniques
   d. All of the above

10. The project schedule:
    a. Is used to calculate how long the project will take
    b. Can only be done using a software program
    c. Contains the lists of tasks, their duration and resources allocated
    d. Is the same as the Gantt chart

11. The following tools can be used to generate the project schedule:
    a. Microsoft Excel
    b. Microsoft Project
    c. Primavera
    d. All of the above

**MODULE 3 PROJECT RISK**

12. The most common factors, which contribute to the risk of a project, are:
    a. Cost, schedule and scope
    b. Resources and liability
    c. A and B
    d. Ownership and contractors

13. The risk assessment process involves:
    a. Examining cost, schedule and resourcing criteria
    b. Reviewing project objectives and quality measures
    c. Building a project baseline
    d. Calculating the ETC
14. The risks associated with large projects running over time may be minimised by:
   a. Reducing the scope of the project
   b. Focusing on quality control
   c. Following a policy of divide and conquer
   d. Minimising the number of departments involved

15. Risk Management will only be successful if:
   a. A thorough scope of work document has been prepared
   b. The project success criteria are incorporated into specific phases
   c. A risk management plan is created and monitored
   d. Risks identified have been quantified

MODULE 4 PROJECT CONTROL

16. Project controls are used to assess:
   a. Schedule
   b. Budget
   c. Quality
   d. All of the above

17. Quality control is
   a. Ensured by use of standards like ISO
   b. The responsibility of every team member
   c. Can be added at the end of the project
   d. Not important in small projects

18. Progress data on a project can be collected by
   a. Having team meetings
   b. Filling in timesheets
   c. Individual feedback
   d. All of the above
For the next two questions please refer to the figure below:

19. The blue line is referred to as the
a. Budgeted Cost of Work Scheduled (BCWS)
   b. Planned Value (PV)
   c. Performance Management Budget (PMB)
   d. Either (a) or (b)

20. The green line is referred to as the:
   a. Actual Cost of Work Performed (ACWP)
   b. Actual Cost (AC)
   c. Budgeted Cost of Work Performed (BCWP)
   d. Either (a) or (b)

21. In an Earned Value Analysis, the Schedule Variance (SV) is calculated as:
   a. EV – AC
   b. EV – PV
   c. AC + ETC
   d. PMB – ETC
22. The Schedule Performance Index (SPI) is calculated from:
   a. EV/PV
   b. EV/AC
   c. (BAC-EV)/CPI
   d. None of the above

MODULE 5 PROJECT ORGANISATION

23. Which one of the following statements is not true?
   a. The functional organisation is ideally suited to run projects
   b. In the functional organisation, the entire organisation is structured around logically coherent units
   c. Functional organisations give people the opportunity to specialise
   d. Project organisations can result in a duplication of work effort

24. Which of the following questions would not be answered by the staffing plan?
   a. Specific job descriptions or position descriptions
   b. Whether internal and/or external resources will be used?
   c. When and how will people be added?
   d. Individual standing time in relation to downtime?

25. What is the role of the Project Sponsor?
   a. To train users
   b. To chair the steering committee
   c. To determine the critical priorities for the project
   d. To own the product or system when it becomes operational

26. What are the duties of the Functional Manager in a Matrix Organisation?
   a. The ongoing management of the function in the organisation
   b. To manage the project in a day-to-day sense
   c. To take accountability for the overall success of the project
   d. To make sure that the necessary skills are provided by the organisation
MODULE 6 THE PROJECT TEAM

27. When would you use a controlled centralised project team structure?
   a. When you have a small team
   b. When you need to break the project up into independent units
   c. When the project duration is likely to run over several years
   d. When the project task is extremely complex

28. What factors characterise the ‘norming’ phase of team development?
   a. Getting the job done is the important issue
   b. Control is the driving force
   c. Leadership struggles predominate
   d. Basic ground rules for team performance are laid

29. What project tools should be used to determine the use of external contractors and consultants?
   a. The Gantt Chart
   b. The Staffing Plan
   c. RRAM
   d. The WBS

30. Which of the statements below clarifies the distinction between Contractors and Consultants?
   a. Consultants provide specialised advice or data derived from studies or research; contractors take on longer tasks
   b. Consultants are paid a contract price; contractors submit fee-based charges.
   c. Contractors develop approaches to particular problems, whilst consultants are responsible for specific tasks
   d. Consultants work on project elements; contractors take responsibility for whole projects.