

BSBPMG521 MANAGE PROJECT INTEGRATION

THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
 - An oral examination may be allowed under certain circumstances whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. Feedback and Assessor Comments)
- Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that this is your own work.
- Assessors are to complete marking in pen of a different colour to the Participant.
- If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
 - If a Participant changes their response in writing, they must put their initials next to the written change.
 - If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name _____

Participant signature _____

Date _____

Assessor name _____

Assessor signature _____

Date _____

Number of questions	Number of questions answered correctly	Task outcome (Tick)	
		Satisfactory	Not Yet Satisfactory
41		☐	☐

Assessor Comments:

Q1. Which of the following is not a purpose of a project's business case?
Tick your response.

Answer

Choice	Possible Answers
	Lists the reasons and objectives for initiating the project
	Is the project's documented feasibility study
	Is commonly used to create the project charter
✓	Formally authorises the project's existence
	Helps measure the performance of the project at project end

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Q2. List four (4) purposes of a project charter.

Answer

Purpose	Description
1	For example: Formally authorises the project's existence
2	For example: Provides the project manager with the authority to use organisational resources for project activities
3	For example: Provides the project manager with the authority to plan, execute and control the project
4	For example: Assigns the project manager and his or her responsibility and authority level

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Q3. True or False (Tick your response): The project charter can be developed by the project manager.

Answer

✓	True
	False

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Q4. True or False (Tick your response): The project charter can be issued by the project manager.

Answer

	True
✓	False

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Q5. Identify twelve (12) pieces of information that can be contained in a project charter.

Answer

Item	Description
1	For example: Project purpose
2	For example: Measurable project objectives and related success criteria
3	For example: High-level requirements
4	For example: High-level project description, boundaries, and key deliverables
5	For example: Overall project risk
6	For example: Summary milestone schedule
7	For example: Preapproved financial resources
8	For example: Key stakeholder list
9	For example: Project approval requirements
10	For example: Project exit criteria
11	For example: Assigned project manager, responsibility, and authority level
12	For example: Name and authority of the sponsor or other person(s) authorising the project charter

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Q6. List four (4) purposes of strategic goals for an organisation.

Answer

Purpose	Description
1	For example: Set a broad direction for the whole organisation
2	For example: Set out the types of activities the organisation will pursue
3	For example: Are long term
4	For example: Provide priorities for the future

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Q7. Explain the relationship between organisational goals and project goals.

Answer

Assessor's discretion. Should resemble: Project goals project-specific and are very detailed, and must be aligned with the organisation's strategic goals. Organisational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts.

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Q8. True or False (Tick your response): The project manager is responsible for aligning project goals with organisational strategic goals.

Answer

✓	True
	False

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Q9. Define 'organisational governance'.**Answer**

Assessor's discretion. Should resemble: The framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in organisations.

☐**Q10. Identify three (3) ways that project governance sets up clear decision making criteria so that the project can achieve its specific goal completed.****Answer**

Method	Description
1	For example: By defining the roles of staff
2	For example: By defining responsibility levels for staff
3	For example: By defining authority levels for staff

☐**Q11. Explain each of the seven (7) characteristics of good governance.****Answer**

Characteristic	Explanation
Participatory	Assessor's discretion. Should resemble: The people affected by the processes have an input into them
Consensus-orientated	Assessor's discretion. Should resemble: The processes are generally agreed upon by those affected by them
Accountable	Assessor's discretion. Should resemble: It is clear as to who is accountable for making decisions
Transparent	Assessor's discretion. Should resemble: Decisions made are based on available information and regulations and follow rules and regulations
Responsive	Assessor's discretion. Should resemble: Governance processes serve all stakeholders and decisions are made in reasonable time frames
Effective and efficient	Assessor's discretion. Should resemble: Processes make the best use possible of resources to most effectively meet stakeholders' needs
Equitable, impartial and inclusive	Assessor's discretion. Should resemble: All stakeholders are included in and equally treated by the processes

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Q12. Explain one (1) advantage of each of the following two (2) models of governance.

Answer

Model	Advantage
Heavy	For example: Can be good in that it keeps people to the rules
Light	For example: Can be good in that it allows quick decision making and initiative

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Q13. Explain one (1) disadvantage of each of the following two (2) models of governance.

Answer

Model	Disadvantage
Heavy	For example: Can be bad in that it can be very slow to make decisions and can stifle initiative
Light	For example: Can be bad where people break the rules and make bad decisions that they have neither the skills nor the right information to make

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Q14. Explain the term 'decomposition'.

Answer

Assessor's discretion. Should resemble: Decomposition is the process of dividing and subdividing the project scope and project deliverables into progressively smaller and more manageable deliverables

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Q15. Identify the structure in which deliverables are initially decomposed down to work packages.

Answer

Work Breakdown Structure (WBS). Product Breakdown Structure (PBS) is also an acceptable answer

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Q16. List the four (4) phases of the project life cycle.

Answer

Phase	Description
1	Starting the project
2	Organising and preparing
3	Carrying out the work
4	Ending the project

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Q17. Define the term 'project phase'.

Answer

Assessor's discretion. Should resemble: A project phase is "A collection of logically related project activities that culminates in the completion of one or more deliverables"

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Q18. Define the term 'phase gate'.

Answer

Assessor's discretion. Should resemble: A phase gate is "A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project"

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Q19. Identify the project document in which a list of constraints is kept.

Answer

Assessor's discretion. Should resemble: Assumptions log

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Q20. Explain one (1) example of an interdependency in project management that can affect project monitoring and control.

Answer

Assessor's discretion. One example is where a variance in project cost ☐

can be caused by:

A cost variance if our actual costs are greater than we budgeted for at this point in the project or

A schedule variance if the project is ahead of or behind schedule

Q21. List seven (7) different subsidiary management plans that are included in the project management plan.

Answer

Plan	Description
1	Any seven of the following are acceptable: Project scope management plan
2	Project schedule management plan Procurement management plan
3	Project cost management plan Stakeholder engagement plan
4	Project quality management plan Resource management plan.
5	Project human resources management plan Requirements management plan.
6	Project communications management plan
7	Project risk management plan

Q22. Identify four (4) different baselines that can be used in a project management plan.

Answer

Baseline	Description
1	Scope baseline
2	Schedule baseline
3	Cost baseline
4	Performance measurement baseline



Q23. List three (3) additional components of a project management plan (apart from subsidiary management plans and baselines).

Answer

Component	Description
1	Any three of the following: Change management plan. Performance measurement baseline
2	Project life cycle Configuration management plan
3	Development approach Management reviews



Q24. Explain three (3) purposes of the project kick-off meeting in gaining approval and commitment from project stakeholders and project authorities to the project management plan.

Answer

Purpose	Description
1	For example: Communicates the project's objectives to all stakeholders
2	For example: Clarifies the roles and responsibilities of the different stakeholders
3	For example: Encourages the commitment of all involved in the project to the project's objectives



Q25. Identify three (3) different methods of gaining stakeholder buy-in to and approval of the project management plan.

Answer

Method	Description
1	For example: Individual interviews
2	For example: Focus groups
3	For example: Meetings



Q26. Identify and explain three (3) tools that can be used in monitoring a project.

Answer

Tool	Explanation
For example: Variance analysis	Assessor's discretion. Should resemble: Compares actual results with planned results
For example: Trend analysis	Assessor's discretion. Should resemble: Uses past performance of the project over time to forecast where future performance is likely to head
For example: Earned value management	Assessor's discretion. Should resemble: Integrates scope, cost and schedule baselines in order to monitor and control project performance and progress



Q27. List and explain two (2) tools that can be used to bring a project back into control.

Answer

Tool	Explanation
For example: Alternatives analysis	Assessor's discretion. Should resemble: A number of alternatives is analysed for corrective or preventative actions
For example: Cost benefit analysis	Assessor's discretion. Should resemble: Corrective or preventative action is chosen by comparing costs with benefits



Q28. Identify the conflict management method used in each of the situations listed in the table below. Select from:

- Avoiding
- Accommodating
- Compromising
- Competing or forcing
- Collaborating

Answer

Situation	Conflict management method
The party pursues their own interests at the expense of the other party, using whatever power source at their disposal.	Competing or forcing
The party withdraws from, postpones or sidesteps the issue.	Avoiding
Both parties work together in an attempt to find a solution that fully satisfies both.	Collaborating
Both parties seek to find an expedient, mutually acceptable solution that partially satisfies both.	Compromising
The party disregards their own concerns to satisfy the concerns of the other party	Accommodating

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Q29. Which of the following statements about the role of the project manager is correct? Tick your response.

Answer

Choice	Possible Answers
	The project manager can delegate responsibility for project integration only to a qualified project manager
	The project manager can delegate responsibility for project integration to a site foreman
	The project manager shares for project integration with the project team
✓	The project manager has responsibility for project integration and cannot delegate responsibility to anyone else

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Q30. Identify four (4) skills of facilitation.

Answer

Skill	Explanation
1	For example: Ensuring that all involved participate
2	For example: Ensuring that all contributions are considered
3	For example: Ensuring that there is a mutual understanding of proceedings
4	For example: Ensuring that all participants buy-in to meeting etc. results

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Q31. Define the term 'change request' as it relates to project management.

Answer

Assessor's discretion. Should resemble: A change request is a formal proposal to modify any document, deliverable, or baseline.

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Q32. List four (4) types of information that can be included in a change request.

Answer

Information	Description
1	For example: Updates to formal project documents
2	For example: Corrective action
3	For example: Preventative action
4	For example: Defect repair

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Q33. Identify three (3) functions of reviewing and controlling project change.

Answer

Function	Description
1	For example: Reviewing every change request
2	For example: Deciding whether to approve the change request
3	For example: Managing the effect of approved changes on deliverables, project documents and the project management plan



Q34. Identify three (3) types of logs that must be kept during a project and explain the purpose of each.

Answer

Log name	Purpose
Issue log	Assessor's discretion. Should resemble: Logs anything that can impact project objectives
Change log	Assessor's discretion. Should resemble: Logs all changes plus their current status
Assumption log	Assessor's discretion. Should resemble: Logs all assumptions and constraints over the life of project



Q35. List three (3) types of registers that should be kept during a project.

Answer

Register	Description
1	Stakeholder register
2	Risk register
3	Lessons learned register



Q36. Identify six (6) documents that must be kept up to date and are used in managing the project.

Answer

Document	Description
1	For example: Performance reports
2	For example: Deliverable status
3	For example: Change log
4	For example: Lessons learned register
5	For example: Risk register
6	For example: Milestone list

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Q37. Which of the following is a primary way to ensure the project can be closed? Tick your response.

Answer

Choice	Possible Answers
	To release project resources
✓	For the customer to formally sign off that they have received all of the project's deliverables and that there are no outstanding claims
	To close all project procurement and other contracts
	To archive project records
	To write the project's final report

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Q38. Explain why it is important to ensure that every deliverable has been completed and handed over to the customer before closing a project, even if the customer has signed off on the project.

Answer

Assessor's discretion. Should resemble: Small but important tasks might have been forgotten even though the customer signed off. In the interests of a contented customer these should be completed, which might be difficult if the resources necessary to do this have been released by the project.

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Q39. List six (6) purposes for holding meetings with stakeholders when closing a project.

Answer

Purpose	Description
1	For example: Confirm that deliverables have been formally accepted by the customer
2	For example: Confirm that exit criteria have been met
3	For example: Evaluate stakeholder satisfaction
4	For example: Collect lessons learned from the project
5	For example: Transfer knowledge gained from the project
6	For example: Celebrate success



Q40. Identify eight (8) financial, legal or contractual project closure activities to undertaken, after ensuring the customer has signed off and that all project deliverables have been handed over to the customer.

Answer

Activity	Description
1	For example: Releasing resources
2	For example: Measuring stakeholder satisfaction
3	For example: Making sure that all costs have been charged to the project
4	For example: Closing all project procurement and other contracts
5	For example: Closing project accounts
6	For example: Archiving project files
7	For example: Recording all lessons learned
8	For example: Writing the project's final report



Q41. Explain the purpose of the 'lessons learned repository'.

Answer

Assessor's discretion. Should resemble: The lessons learned repository contains lessons learned and knowledge gained throughout the project for use in future projects.

