

BSBPMG511 MANAGE PROJECT SCOPE

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. FROB 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
27		☐	☐

Q1. Explain four (4) different purposes of the project charter.

Answer

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

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Q2. Which of the following parties issues the project charter?
Tick your response.

Answer

Choice	Possible Answers
	Project owner
✓	Project sponsor
	Project foreman

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Q3. Define the term 'organisational governance'.

Answer

Assessor's discretion. Should resemble: Organisational governance is the framework within which organisational authority is applied.

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Q4. List three (3) uses of project governance.

Answer	Use	Description	☐
	1	Assessor's discretion. For example: Governs project conduct	
	2	Assessor's discretion. For example: Sets out project responsibilities and authorities	
	3	Assessor's discretion. For example: Determines the project manager's reporting relationships	

Q5. Match each of the three (3) documents or processes that play a role in establishing project boundaries with its description by writing the appropriate letter next to each number in the centre column.

Answer	Document/process	Answers	Description	☐
1	Project charter	1 - C	A Contains the business need and the cost-benefit analysis to justify and establish broad boundaries for the project	
2	Business case	2 - A	B Develops a detailed description of the project and product/service/result and its boundaries	
3	Define scope	3 - B	C Describes the project description, boundaries, and key deliverables at a high level	

Q6. Define the term 'product scope'.

Answer Assessor's discretion. Should resemble: Product scope is what the project is expected to deliver – the product/service/result's features and functions ☐

Q7. Explain why the product scope is of particular interest to the customer.

Answer Assessor's discretion. Should resemble: The customer is particularly ☐
interested in the product scope – because it lays out exactly what the project
will deliver to them.

Q8. Identify three (3) parties who should have a shared understanding of desired project outcomes.

Answer Assessor's discretion. May include: Project sponsor, project workers, client. ☐

Q9. Discuss why facilitation is an important tool in establishing a shared understanding of desired project outcomes with relevant stakeholders.

Answer Assessor's discretion. Should resemble: The goal of facilitation is to reach ☐
a common understanding of the project deliverables and project and
product boundaries amongst stakeholders.

Q10. Define the term 'project scope'.

Answer Assessor's discretion. Should resemble: Project scope is the work that ☐
needs to be performed "to deliver a product, service, or result with the
specified features and functions"

Q11. Define the term 'project scope management'.**Answer**

Assessor's discretion. Should resemble: Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully

**Q12. Explain four (4) reasons why effective scope management is vital to project success.****Answer**

Reason	Description
1	Assessor's discretion. For example: It is required for the project to be delivered on time
2	Assessor's discretion. For example: It is required for the project to be delivered on cost
3	Assessor's discretion. For example: It is required for the project to be delivered without constant changes to project requirements
4	Assessor's discretion. For example: It is required for the project to be delivered as the customer ordered it



Q13. List four (4) different processes that are usually the responsibility of the project manager and are included in a scope management plan.

Answer

Process	Description
1	Assessor's discretion. For example: Preparing a project scope statement
2	Assessor's discretion. For example: Enabling the creation of the WBS from the detailed project scope statement
3	Assessor's discretion. For example: Establishing how the scope baseline will be approved and maintained
4	Assessor's discretion. For example: Specifying how formal acceptance of the completed project deliverables will be obtained



Q14. What does it mean to 'collect requirements'? What is the purpose of undertaking this task?

Answer

Question	Response
Meaning	Assessor's discretion. Should resemble: Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet objectives
Purpose	Assessor's discretion. Should resemble: Provides the basis for defining the product scope and the project scope



Q15. Identify five (5) details included in a project scope statement.

Answer

Detail	Description
1	Assessor's discretion. For example: Product scope description
2	Assessor's discretion. For example: Project scope description
3	Assessor's discretion. For example: Deliverables
4	Assessor's discretion. For example: Acceptance criteria
5	Assessor's discretion. For example: Project exclusions



Q16. Explain what is meant by the term 'deliverables'.

Answer

Assessor's discretion. Should resemble: Any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.



Q17. Discuss what is meant by the term 'decomposition' in project management.

Answer

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



Q18. Explain what is meant by a work breakdown structure (WBS).

Answer

Assessor's discretion. Should resemble: The Work Breakdown Structure (WBS) breaks the main output of the project down hierarchically and progressively (decomposes) into smaller levels of deliverables and identifies the work to be performed at each step.



Q19. Define the term 'work package'.

Answer

Assessor's discretion. Should resemble: A work package is the work required to complete a deliverable at the lowest level.



Q20. Describe what is meant by 'scope creep'.

Answer

Assessor's discretion. Should resemble: Assessor's discretion. Should resemble: Scope creep is the adding of additional features or functions of a new product, requirements, or work that is not authorised.



Q21. Explain why it is important to limit the scope creep of a project.

Answer

Assessor's discretion. Should resemble: Assessor's discretion. Should resemble: Scope creep can destroy a project by drastically increasing its cost and/or schedule and/or changing the nature of the project's deliverables A work package is the work required to complete a deliverable at the lowest level.



Q22. Explain the following two (2) terms relating to analysis.

Answer

Term	Explanation
Variance analysis	Assessor's discretion. Should resemble: Variance analysis allows us to compare actual results with planned results.
Trend analysis	Assessor's discretion. Should resemble: Trend analysis is where we use past performance of the project over time to forecast where future performance is likely to head.



Q23. Identify two (2) actions that can be taken if actual performance is outside the variance threshold.

Answer

Action	Description
1	Assessor's discretion. For example: Attempt to bring the project back in control
2	Assessor's discretion. For example: Raise a change request



Q24. Define the term 'change request'.

Answer

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



Q25. Which of the following parties may initiate a change request?
Tick all that apply.

Answer

Choice	Possible Answers
✓	Project team member
✓	Project sponsor
✓	Project manager
✓	Project foreman

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Q26. Identify four (4) different types of change requests.

Answer

Request	Description
1	Assessor's discretion. For example: Corrective action
2	Assessor's discretion. For example: Preventive action
3	Assessor's discretion. For example: Defect repair
4	Assessor's discretion. For example: Updates to modify formally controlled project documents and plans

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Q27. For each of the following stages of a project's life cycle, identify one (1) example of why project scope is important.

Answer

Stage	Example
Starting the project	Assessor's discretion. For example: It defines the product/service/result and the work and deliverables needed to achieve this result when we start work on the project
Organising and preparing	Assessor's discretion. For example: It allows us to effectively prepare for and resource the project by defining all deliverables and work packages
Carrying out the work	Assessor's discretion. For example: It defines what work is to be carried out and provides a standard against which to control the work
Ending the project	Assessor's discretion. For example: Validating scope is the formal acceptance of completed project deliverables by the customer. It provides the base to evaluate project performance and recommend future improvements

