

Project Management Questions (Final Collection)

Q.1/ Choose the Correct Answer:

1. An accepted deadline for project approaches. However, the project manager realizes only 75% percent of the work has been completed. The project manager then issues a change request. What should the change request authorize.
- a- Additional resources using the contingency fund
 - b- Escalation approval to use contingency funding
 - c- Team overtime to meet schedule
 - d- Corrective action based on causes

2. A project has a 60% chance of a \$100,000 profit and a 40 percent of a US \$100,000 loss. The Expected Monetary Value for the project is:
- a- \$100,000 profit
 - b- \$60,000 loss
 - c- \$ 20,000 profit
 - d- \$40,000 loss

Answer:

Expected Monetary Value (EMV) is computed by $EMV = Probability \times Impact$.

Compute both positive and negative values and then add them:

$$0.6 \times \$100,000 = \$60,000 \quad 0.4 \times \$100,000 = \$40,000 \quad EMV = \$60,000 - \$40,000 = \$20,000 \text{ profit}$$

3. "Risk" is usually _____ as the project progresses.
- a- increases
 - b- reduces**
 - c- remains same
 - d- becomes negligible
4. What is the first step in project planning?
- a- Establish the objectives and scope.**
 - b- Determine the budget.
 - c- Select the team organizational model.
 - d- Determine project constraints.
5. Quality planning is the process of developing a quality plan for
- a- team
 - b- project**
 - c- customers
 - d- project manager
6. Identify the sub-process of process improvement
- a- Process introduction
 - b- De-processification
 - c- Process analysis
 - d- Process distribution
7. Project performance consists of
- a- Time
 - b- Cost
 - c- Quality
 - d- All of the above
8. What does PLC stand for?
- a- Program loss closure

- b- Project life cycle
- c- Project loss chain d- Program life cycle

9. Which of the following is not a process in the Project Integration Management process group?

- a- Develop project charter
- b- Close project or phase
- c- Identify Project Manager
- d- Monitor and Control Project work

10. Which of the following is true?

- a- Increasing Capacity utilization will leave total costs unchanged
- b- Increasing Capacity utilization will reduce average cost per unit
- c- Increasing Capacity utilization will increase total costs
- d- Increasing Capacity utilization will increase unit costs

11. Which of the following is not project management goal?

- a- Keeping overall costs within budget.
- b- Delivering the software to the customer at the agreed time.
- c- Maintaining a happy and well-functioning development team.
- d- Avoiding customer complaints.

12. The process each manager follows during the life of a project is known as

- a- Project Management
- b- Manager life cycle
- c- Project Management Life Cycle
- d- All of the mentioned

13. Which of the following costs is not part of the total effort cost?

- a- Costs of networking and communications
- b- Costs of providing heating and lighting office space
- c- Costs of lunch time food
- d- Costs of support staff

14. Which of the following belong to the process set:

- a- software engineering tasks
- b- project resources
- c- Team members
- d- Product scope

15. Risk tolerance is determined in order to help:

- a- The team ranks the project risks.
- b- The project manager estimates the project.
- c- The team schedules the project.
- d- Management knows how other managers will act on the project

16. Which phase of the project life cycle needs the most resources?
- a- Initiating
 - b- Planning
 - c- Evaluation
 - d- Executing
17. What are the outputs of the planning stage? Three correct answers.
- a- Project plan
 - b- Test plan
 - c- Feasibility report
 - d- Constraints list
18. What are the inputs of the initiation phase? Two correct answers.
- a- Feasibility report
 - b- Constraints list
 - c- User requirements
 - d- User constraints
19. What are the outputs of the initiation phase? Three correct answers.
- a- Feasibility report
 - b- Phase review
 - c- Test results
 - d- The gestation implications
20. What are the inputs into the planning stage? Two correct answers.
- a- Feasibility report**
 - b- Legislation implications**
 - c- Phase review
 - d- Test results
21. How many stages are in the project lifecycle?
- a- 1
 - b- 2
 - c- 3
 - d- 4
22. What is the first stage of the project lifecycle?
- a- Planning
 - b- Execution
 - c- Initiation
 - d- Evaluation
23. Briefly what happens in the initiation phase?
- a- Knowing what you want to achieve and how to achieve it.
 - b- Finding out what the project is about.
 - c- Physically completing the product/project/task
 - d- Reviewing the finalized project.
24. Project Quality Management Processes include
- a- Quality assurance
 - b- Quality control
 - c- Quality planning
 - d- All above
25. Modern quality management
- a- requires customer satisfaction
 - b- recognizes management responsibility for quality

- c- Ignores customer satisfaction
- d- a and b

26. Identifying which variable have the most influence on the overall outcome of a process is a part of

- a-** Quality planning process
- b-** Quality control process
- c-** Quality assurance process
- d- No right answer

27. Assembling project team and assigning their responsibilities are done during which phase of a project management?

- a-** Initiation
- b- Planning
- c- Execution
- d- Closure

28. The basic nature of a project is a/an_____one.

- a- permanent
- b-** temporary
- c-** (a) or (b)
- d-** Both (a) and (b)

29. A process that involves continuously improving and detailing a plan as more detail become available is termed as

- a- project analysis
- b- project enhancing
- c- progressive deliberation
- d- progressive elaboration

30. A program is usually a group of

- a- plans
- b- people and work
- c- related projects
- d- unrelated projects

31. Which from the following statement(s) is/are NOT true?

- I. Projects have defined objectives
 - II. Programs have a larger scope than projects
 - III. The projects and programs in a portfolio must be directly related
- a- I only
 - b- II only
 - c- III only
 - d- II and III only

32. Projects management is divided in_____process groups.

- a-** 5
- b-** 7
- c- 9
- d- 11

39. A Good Project Manager.....

- a- Takes ownership of the whole project
- b- Is a Good Communicator
- c- Is a Motivator
- d- All of above

40. Agile is an _____ of software development project management
- a- linear approaches
 - b- incremental approach
 - c- iterative approach
 - d- simple approach
41. Agile has iterations of?
- a- 1 to 4 day
 - b- 1 to 4 weeks**
 - c- 4 to 8 weeks
 - d- 1 to 4 months
42. Which of the following are correct quality strategies of agile?
- a- Short feedback cycles
 - b- Milestone reviews
 - c- Dynamic code analysis
 - d- All of the above
43. A step in waterfall model that involves a meeting with the customer to understand the requirements.
- a- Requirement Gathering**
 - b- SRS**
 - c- Implementation
 - d- Customer review
44. During which risk management process is a determination to transfer a risk made?
- a- Identify Risks
 - b- Perform Quantitative Risk Analysis
 - c- Plan Risk Response
 - d- Monitor and Control Risks
45. If a risk has a 20 percent chance of happening in a given month, and the project is expected to last five months, what is the probability that the risk event will occur during the fourth month of the project?
- a- Less than 1 percent
 - b- 20 percent
 - c- 60 percent
 - d- 80 percent
46. What is meant by RACI?
- a- Responsible, Accountable, Confirm, Inform
 - b- Recommended, Accountable, Consulted, Inform
 - c- Responsible, Accountant, Consulted, Inform
 - d- Responsible, Accountable, Consulted, Inform
47. Which of the following statement is true about a Program?

- a- A Program is a group of related projects b-
- A Program is a group of unrelated projects c-
- A Program is a part of a big project
- d- None of the above

48. Which of the following would be an example of streamlining your work in effort to eliminate time wasting tasks?

- a-** Look for duplication of effort and waste; then, take action to eliminate them.
- b-** Read and reply to e-mail hourly
- c-** Assist your secretary with routine phone calls
- d-** Be a good organization citizen and help others routinely with their tasks

49. Which of the following would be considered as using the time management technique of "getting off to a good start"?

- a-** Tackle the tough task first because this is usually your peak energy time.
- b-** Tackle easy items first to build momentum
- c-** Begin the day by talking to co-workers to find out what are the hot agenda items for the day.
- d-** Leave after the morning rush is over to avoid traffic jams on the freeway.

33. Why does the creation of processes for developing teams, establishing priorities, and distributing work and tasks require different sets of skills?

- a- Because resources on the project management team may view it as permanent
- b- Because resources on the project management team may view it as temporary
- c- Because resources on the project team are not aware of the technical aspects of the initiative
- d- Because members of the project management team are not aware of the knowledge and skills of the other people working on the project

34. Under which of the following conditions would teams be more effective than individuals?

- a- When speed is important
- b- When the activities involved in solving the problem are very detailed
- c- When the actual document needs to be written
- d-** When innovation is required
- e-** When a commitment to the solution is needed by small portions of the project team

35. What is important in Make a Schedule

- a- Block all important set time obligations.
- b- Block all *class* and *lab* times.
- c- Look at the syllabus for the class schedule
- d- Work backwards from exams and papers (PERT).
- e- Study time
- f- All of above

36. A type of customer segments where business models don't distinguish between different Customer Segments such that the Value Propositions, Distribution Channels, and Customer Relationships all focus on one large group of customers is described as

- a- Mass market
- b- Segmented

- c- Diversified
- d- Multi-sided platforms

37. There are many ways to contribute to customer value creation including:

- a- Improving product or service performance
- b- Offering similar value at a lower price
- c- Making products and services available to customers
- d- All the above

38 . Any business model must specify the key resources, the most important assets required to make it work. The key resources of a business may include:

- a- Financial resources
- b- human resources
- c- physical assets ilke factories, machines and systems.
- d- Any of the above.

50. Project Management focuses on_____goals.

- a- targeted b- tangible
- c- long-term d- ntangible

51. Which of the following is/are likely to be considered as "time leaks"?

- a- indecisiveness
- b- procrastination
- c- Schmoozing
- d- All of the above.

52. Major Functions of Portfolio Management

- a- Improve overall management of projects over time.
- b- Improve communication among all stakeholders.
- c- (a) and (b)
- d- no answer

53. A_____is a set of activities which are networked in an order and aimed towards achieving the goals of a project.

- a- Project
- b- Process
- c- Project management d- Project cycle

54. The decision to request an increase the resources for a project is the responsibility of the:

- a- Functional manager
- b- Project manager
- c- Director of project management
- d- Customer

55. If any one factor of a project changes,_____other factor(s) is/are likely to be affected.

- a- all
- b- one
- c- at least one
- d- at most one

56. Business Value =

- a- Tangible Elements
- b- Intangible Elements

- c- Tangible Elements – Intangible Elements
- d- Tangible Elements + Intangible Elements

57. Which from the following is NOT a tangible element?
- a- Fixtures
 - b- Trademarks**
 - c- Monetary assets
 - d- Stockholder equity
58. Which from the following represents the correct project cycle?
- a- Planning→Initiating→Executing→Closing
 - b- Planning→Executing→Initiating→Closing
 - c- Initiating→Planning→Executing→Closing**
 - d- Initiating→Executing→Planning→Closing
59. Which of the following is not included in a project charter?
- a- Resource management plan**
 - b- Risks and constraints
 - c- Business case
 - d- Budget limits
60. The project plan is a document that
- a- Will never change once baselined.
 - b- Is used to manage the project.
 - c- Contains many subsidiary management plans.
 - d- Both b. and c.
61. Operational Objectives do not include
- a- Profitability**
 - b- Flexibility
 - c- Lower unit cost
 - d- Quality
62. The two approaches used to develop project networks are known as :
- a- Activity on node (AON)
 - b- Activity on arrow (AOA)
 - c- Not A or B
 - d- A and B

Q.2/ True or False:

1. Truth About Time Management Increases productivity, reduces stress, improves self-esteem, Helps achieve balance in life **True**
2. Is Make a schedule, Revisit and revise your plan important for managing your time **True**
3. The three common project objectives are time, cost and performance. **True**
4. A program is a collection of portfolios **False**
5. Models are simply a tool that helps managers make decisions **True**
6. Project managers have to assess the risks that may affect a project. **False**
7. Quality assurance includes all the activities related to satisfying the relevant quality standards for a project. **True**
8. Pareto analysis involves identifying the vital few contributors that account for the most quality problems in a system **True**
9. Maintenance is the final phase in waterfall model. **True**
10. Time management is the process of planning the best way to organize things. **True**
11. Time management is important to employees only. **False**
12. always start working on the easiest tasks, even if they are less important. **True**
13. Project management is the process of scoping, planning, staffing, organizing, directing, and controlling the development of an acceptable system at a minimum cost within a specified time frame. **True**
14. Project life cycle is a collection of project phases. **True**
15. Project scope management includes the processes involved in defining and controlling what is only included in a project. **False**
16. The first stage of project life cycle is 'Project Planning'. **False**

Q.3/ Answer The Following Questions:

1. what is a project management?

Answer:

A set of skills and methods of planning, organizing, and managing a project from inception to its successful completion.

2. What is a project manager?

Answer:

The role responsible for leading and coordinating the project effort from inception to its successful completion, the person responsible for making things happen.

3. what are Parts of Any project Scheduling?

Answer:

- 1- Planning
- 2- Defining what needs to be done (requirements)
- 3- Deciding how it will be done (design)
- 4- Implementation
- 5- Getting it done
- 6- Testing and Evaluation
- 7- Verify that it was done right

4. What is project scheduling?

Answer:

Scheduling is the determining the start and end dates of each activity.

5. What are types of activity Relationships in a Project Schedule?

Answer:

1. Finish-Start
2. Start-Start
3. Finish-Finish

4. Start-Finish

6. Why we use forward and backward path in network calculations?

Answer:

The forward path determines the early start (ES) times of activities

The Backward path determines the late finish (LF) times of activities.

7. What is the Time Management?

Answer:

Time management is the management of the time spent, and progress made, on project tasks and activities.

8. What is the main processes in project time management?

Answer:

1. Plan schedule management.

2. Define Activities.

3. Sequence Activities.

4. Estimate Activity Resources.

5. Estimate Activity Durations.

6. Develop Schedule.

7. Control Schedule.

9. What is the system used to make Estimate durations?

Answer:

PERT (Program Evaluation Review Technique).

10. What is project life cycle (PLC)?

Answer:

PLC is a series of activities that are essential for accomplishing project objectives or targets. The project management life cycle is usually broken down into four phases: These phases make up the path that takes your project from the beginning to the end.

11. What are the four PLC stages?

Answer:

The Initiation phase, Project Plan, Project Execution, and Evaluation.

12. Define quality management.

Answer:

It is a process that ensures the quality of the product throughout its life cycle.

13. What are the components of quality management?

Answer:

1. Quality planning.

2. Quality control.

3. Quality Assurance.

4. Quality improvement.

14. Mention the triple constraint triangle in project management.

Answer:

The primary constraints are scope(quality), time, budget(cost).

15. Mention at least three benefits of project management?

Answer:

- It improves productivity and reduces costs and workload

- It improves collaboration, efficiency and growth

- It improves customer satisfaction
- It helps you to improve your performance and expand your services
- Greater flexibility

16. What is a “Project” ?

Answer:

A project is defined as a sequence of tasks that must be completed to attain a certain outcome.

17. How should the objectives and goals of the Project be?

Answer:

- Specific
- Measurable
- Achievable
- Realistic
- Time Frame

18. What is the difference between a predictive lifecycle and an adaptive lifecycle?

Answer:

Predictive lifecycle is plan-driven; adaptive lifecycle is change-driven.

19. What is the purpose of business model ?

Answer:

Business model describes the rationale of how an organization creates, delivers, and captures value.

20. Mention the building blocks of business model.

Answer:

The building blocks of a business model are

- customer segments
- value propositions
- channels
- customer relationships
- revenue streams
- key resources
- key activities
- key partnerships
- cost structure

21. What are the customer benefits of Total Quality Management (TQM)?

Answer:

1. Greater satisfaction.
2. Better service.
3. Less no. of problems with product.

22. What is effort variance?

Answer:

Effort Variance = (Actual effort – Estimated Effort) / Estimated Effort.

