

XIDIAN UNIVERSITY

(Time: 120 min)

Total	100
Marks	

Group: Student ID: Name (拼音):

Exam Type: Closed Book Paper (A) Teacher: Angaj

Section	1	2	3	4	Total
Marks	20	20	20	40	100
Scored					

Section 1. True or False [20x1=20 marks]

1. A project manager's primary role is to provide the funding for a project.
2. One of the main reasons why project management is challenging is because of the factor of uncertainty.
3. It is much more expensive to make major changes to a project during the earlier phases.
4. The last phase of the traditional project life cycle is the implementation phase.
5. Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.
6. A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.
7. A project charter typically does not authorize the project manager to use organizational resources to complete the project.
8. Scope refers to all the work involved in creating the products of the project and the processes used to create them.
9. The main purpose of the WBS is to define all of the work required to complete a project.

10. Critical chain scheduling assumes that resources multitask and maximizes multitasking.
11. Milestones are easy to achieve and are always achieved through one main activity.
12. In a bottom-up estimate, the size of the individual work items is one of the factors that drives the accuracy of the estimates.
13. Contingency reserves are also known as unknown unknowns.
14. Project stakeholder management has only been identified as an entire knowledge area by the Project Management Institute since 2013.
15. Though stakeholders cannot be controlled, their level of engagement can be monitored.
16. Unknown risks can be managed proactively.
17. Identified risks may not materialize, or their probabilities of occurrence or loss may diminish.
18. Scrum eliminates many of the tasks required of a lead because teams become self-organizing.
19. The team in Scrum is seven plus or minus two people.
20. The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint retrospectives.

Section 2. Multiply Choice [20x1=20 marks]

1. The role of a _____ is to provide direction and funding for a project.

A. project sponsor	C. support staff member
B. project manager	D. project team
2. Which knowledge area involves defining and managing all the work required to complete the project successfully?

A. Project resource management	C. Project time management
B. Project scope management	D. Project cost management
3. In which product life cycle the scope, schedule, and cost are determined early, and changes to scope are carefully managed?

A. Iterative	C. Predictive
B. Incremental	D. Adaptive
4. Which observation is true of the agile approach to software development?

A. In the agile method, requirements and solutions evolve through collaboration.
B. An agile approach sets scope goals but leaves time and cost goals flexible.

- C. Agile is a predictive model of software development.
 - D. In the agile approach, requirements must be clearly expressed early in the life cycle.
5. The organization recognizes that a new project exists and completes a project charter during which processes for a new project?
- A. initiating
 - B. planning
 - C. opening
 - D. controlling
6. What is the main purpose of project plans?
- A. schedule management plans
 - B. define project scope
 - C. estimate activity resources
 - D. guide project execution
7. What is a table that lists requirements, their various attributes, and the status of the requirements to ensure that all are addressed referred to as?
- A. Gantt chart
 - B. entity-attribute-value model
 - C. RTM
 - D. state transition table
8. Which task is at the lowest level of the WBS?
- A. variance
 - B. objective
 - C. deliverable
 - D. work package
9. Which is recommended for the creation of a good WBS?
- A. Any WBS item should be the responsibility of all the people working on it.
 - B. A unit of work should appear at only one place in the WBS.
 - C. Each WBS item should be created assuming that the requirements are inflexible.
 - D. The work content of a WBS item is independent of the WBS items below it.
10. Which network diagramming technique uses boxes to represent activities?
- A. PDM
 - B. CPM
 - C. ADM
 - D. PERT
11. Which is most likely to be a reason for inaccuracies in information technology cost estimates?
- A. Estimates take a long time to be worked out.
 - B. People lack estimating experience.
 - C. Human beings are biased toward overestimation.
 - D. Only software development provides the scope for estimates to be accurate.
12. Which is true of earned value?

- A. It is the actual cost plus the planned cost.
 - B. It is based solely on the total cost estimate to be spent on an activity.
 - C. It is an estimate of the value of the physical work actually completed.
 - D. It is also known as the planned value.
13. A(n) _____ is a tool used to document, monitor, and track problems that need resolution.
- A. RTM
 - B. Gantt chart
 - C. power/interest grid
 - D. issue log
14. Which is true about identifying stakeholders?
- A. External project stakeholders include the project's customers.
 - B. It is not very difficult to identify stakeholders.
 - C. Stakeholders with indirect ties to the project need not be engaged with.
 - D. Stakeholders do not change during a project.
15. Scope, time, and cost goals in order of importance can be ranked on a(n) _____.
- A. requirements traceability matrix
 - B. expectations management matrix
 - C. responsibility assignment matrix
 - D. probability matrix
16. Which document contains results of various risk management processes; it is often displayed in a table or spreadsheet format?
- A. risk register
 - B. influence diagram
 - C. process flow chart
 - D. work breakdown structure
17. Which process involves numerically estimating the effects of risks on project objectives?
- A. performing qualitative risk analysis
 - B. planning risk responses
 - C. performing quantitative risk analysis
 - D. identifying risks
18. As the number of people involved in a project _____, the complexity of communications _____.
- A. increases, decreases
 - B. decreases, increases
 - C. increases, stays constant
 - D. increases, increases

19. Which document addresses where the project stands in terms of meeting scope, time, and cost goals?
- | | |
|----------------------|----------------------------|
| A. technical reports | C. progress reports |
| B. status reports | D. lessons-learned reports |
20. The first step in Scrum is for the Product Owner to articulate the product vision. Eventually, this evolves into a refined and prioritized list of features called the _____
- | | |
|-------------------|--------------------|
| A. Sprint Backlog | C. Product Backlog |
| B. Whiteboard | D. All |

Section 3. Fill in the blanks [20x1=20 marks]

- In project management, the three limitations of scope, time, and cost are referred to as the _____
- A(n) _____ is a framework for describing the phases of developing information systems.
- _____ software development can be used for software development or in any environment in which the requirements are unknown or change quickly.
- _____ progress from initiation activities to planning activities, executing activities, monitoring, and controlling activities, and closing activities.
- _____ is a project management methodology that defines 45 separate subprocesses and organizes these into eight process groups.
- _____ involves determining long-term objectives by analyzing the strengths and weaknesses, studying opportunities and threats, predicting future trends, and projecting the need for new products and services.
- A _____ is a starting point, a measurement, or an observation that is documented so that it can be used for future comparison changes.
- _____ is the difference between planned and actual performance.
- _____ involves developing a working replica of the system or some aspect of the system.
- A(n) _____ is a schematic display of the logical relationships among project activities and their sequencing.
- The _____ is based on the fact that any complex system at any point in time often has only one aspect or constraint that limits its ability to achieve more of its goal.
- _____ is a project performance measurement technique that integrates scope, time, and cost data.

13. _____ costing helps to see a big-picture view of the cost of a project throughout its life cycle.
14. You can create a(n) _____ to group stakeholders based on their level of authority (power) and their level of concern (interest) for project outcomes.
15. The _____ is a formal or informal document that helps project teams to effectively engage stakeholders and make sure that good decisions are made throughout the life of the project.
16. The team meets daily for _____ minutes, where each member of the team discusses the work, they've completed since the last meeting
17. Scrum is iterative. The iteration is called _____
18. The _____ is a document containing standard terminology, best practices, and process guidelines around project management as defined by the Project Management Institute (PMI).
19. The _____ is responsible for maximizing return on investment (ROI) by identifying product features, translating these into a prioritized feature list, deciding which should be at the top of the list for the next Sprint, and continually re-prioritizing and refining the list.
20. In Scrum, a(n) _____ is a useful object created by people.

Section 4. Answer the following questions [40 marks]

1. What's the difference between Waterfall and Scrum? [5 marks]
2. What are the 49 processes of project management? [10 marks]
3. A small project has 8 activities and time in days for each activity is given below: [10 marks]
 - a. Draw the PDM network diagram.
 - b. Compute Early Start, Late Start times.
 - c. Calculate float for each activity.
 - d. Determine critical activities and critical path.
 - e. Find the project duration

Activity	Time (Days)	Predecessor(s)
A	6	None
B	7	None
C	3	A
D	2	A
E	4	B
F	6	B
G	10	C, E
H	7	D, F

4. Describe the difference between PMI's Project Management Process Groups and Project Phases [5 marks]
5. What are the associated activities and deliverables along Project Process Groups? [5 marks]
6. What are the top 5 project management techniques? [5 marks]

Section 1: Answer				
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Section 2: Answer				
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Section 3: Answer				
1.		11.		
2.		12.		
3.		13.		
4.		14.		
5.		15.		
6.		16.		
7.		17.		
8.		18.		
9.		19.		
10.		20.		