项目过程与管理 考试注意事项

SPM GuideLines

考试题型[Sections]:

第1部分[Section 1]: 判断题(<mark>20*1=20分</mark>)

第 2 部分[Section 2]: 单选题(20*1=20分)

第 3 部分[Section 3]: 填空题(20 * 1 = 20 分)

第 4 部分[Section 4]: 简答题(40 分)

答题规范[Answer format]:

第 1~3 部分,在表格中填写答案,如下所示[In Section 1 to 3, you need to write the answers in a table]:

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Section	2	(3)		
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Section	3	62		
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.

第 4 部分,在试卷上答题[answer in the answer sheet]

注意事项[Tips]:

● 不能带课本,PPT,电子书,小抄,字典等进入考场。[Student must not carry textbooks, ppts, electronic dictionary, ipads, kindles,

printed notes and dictionary.]

- 课程名称[Course Name]: Software Process and Project Management
- 老师姓名[Teacher Name]: Angaj
- 试卷上自己的姓名用拼音,并且需要标注自己的班级号(可以加组号),例如: Zhangsan_A1, Lisa_B
- Student must write their name(pinyin) in the exam answer paper's along with their group number(A1, B1, C, D).

Please complete the following exercises carefully!

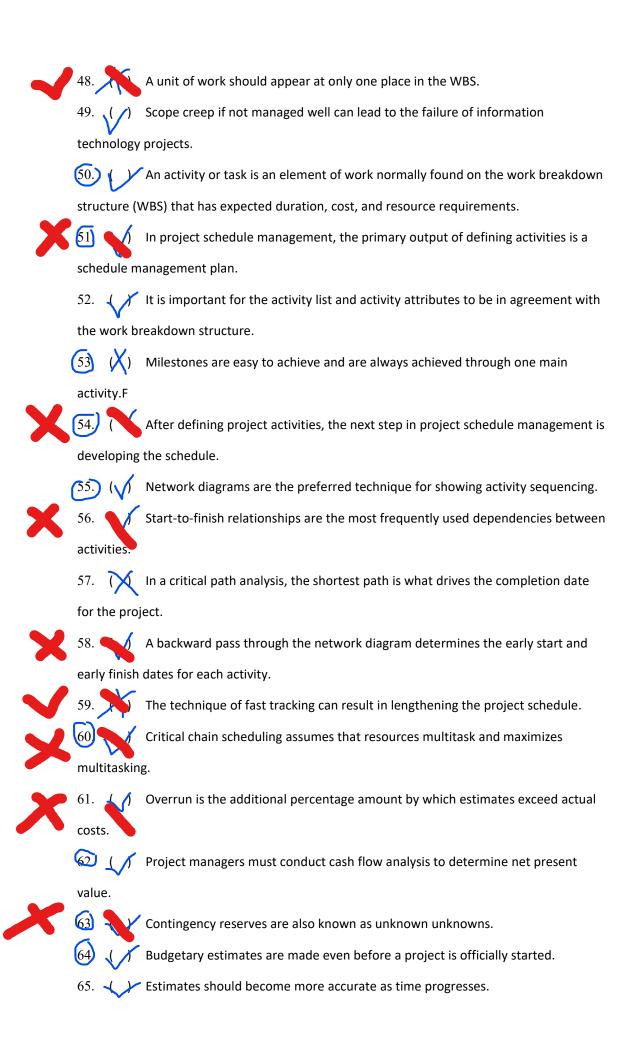
Section1: True and False

There are answers at the end, please complete the exercise first and then check them.

- 1. Every project should have a well-defined objective.
- 2. A project manager's primary role is to provide the funding for a project. False
- 3. One of the main reasons why project management is challenging is because of the factor of uncertainty.
- Managing the triple constraint primarily involves making trade-offs between resources and quality.
- 5. (The only responsibility of a project manager is to meet the specific scope, time, and cost goals of a project.
- 6. The importance of stakeholders' needs and expectations is limited to the beginning of a project.
- 7. Project managers work with the project sponsors to define success for particular projects.
- 8. Individual projects always address strategic goals whereas portfolio management addresses tactical goals.
 - 9. To be a successful manager, the only skills an IT project manager needs to possess are excellent technical skills.
 - Project managers in matrix organizations have staff from various functional areas working on their projects.
 - 11. () Project managers must take adequate time to identify, understand, and manage relationships with all project stakeholders.
 - 12. It is much more expensive to make major changes to a project during the earlier phases.
 - 13. The last phase of the traditional project life cycle is the implementation phase.
 - 14. An organization usually commits more money as a project continues, therefore a management review should occur after each phase to evaluate progress, potential success, and continued compatibility with organizational goals.

- 15. The team members of a <u>virtual team</u> are all of the same nationality.
- 16. Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.
- 17. Initiating processes take place during each phase of a project.
- 18. ()/ The level of activity and length of each process group varies for every project.
- 19. Initiating and closing tasks are usually the longest and require the most amount of resources and time.
- 20. The executing process group generally requires the most resources.
- 21. () Monitoring and controlling processes overlap all of the other project management process groups.
- Many project management activities occur as part of the planning process group.
- 23. (Agile methods are used when deliverables have a low degree of change.
- The Rational Unified Process (RUP) framework is incompatible with the PMBOK process.
- 25. The kick-off meeting is always held before the business case and project charter are completed.
- 26. A milestone list is an output associated with the Project Scope Management knowledge area.
- 27. () In the Scrum method, team members work as a self-directed group coached by the ScrumMaster.
- 28. The burndown chart is a Scrum created artifact that provides a list of features prioritized by business value.
- 29. A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.
- 30. The pre-initiation phase of a project using the Scrum method does not involve project charters, stakeholder management strategy, and kick-off meetings.
- 31. (The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint retrospectives.

- 32. (Payback period is the amount of time it will take to recoup, in the form of net cash inflows, the total dollars invested in a project.
- 33. (A project charter typically does not authorize the project manager to use organizational resources to complete the project.
- 34. (A) A Gantt chart is the same as a project management plan.
- 35. Scope refers to all the work involved in creating the products of the project and the processes used to create them.
- 36. Deliverables are only product-related, such as a piece of hardware or software.
- 37. Project scope management includes the processes involved in defining and controlling what is or is not included in a project.
- 38. The project's size, complexity, importance, and other factors do not affect how much effort is spent on collecting requirements for scope planning.
- 39. Information from the project charter provides a basis for further defining the project scope.
- X
- 40. Project scope statements must include the project boundaries, constraints, and assumptions.
- 41. (The scope of a project is clear and specific from the start.
- 42. (Many information technology projects also require detailed functional and design specifications for developing software, which also should be referenced in the detailed scope statement.
- 43. The project scope statement should reference supporting documents, such as product specifications that will affect what products are produced or purchased, or corporate policies, which might affect how products or services are produced.
- 44. The scope baseline includes the approved project scope statement and its associated WBS and WBS dictionary.
- 45. W) The main purpose of the WBS is to define all of the work required to complete a project.
- 46. A work package represents one component of the product that the project aims to deliver.
- 47. The tasks in a WBS must be developed as a sequential list of steps.



- 66. In a bottom-up estimate, the size of the individual work items is one of the factors that drives the accuracy of the estimates.
- 67.) The formulas for variances and indexes start with EV, the earned value.
- 68. Project stakeholder management has only been identified as an entire knowledge area by the Project Management Institute since 2013.
- 69. (X) Projects often do not cause any changes in an organization.
- 70. Stakeholders might change during a project due to employee turnover, partnerships, and other events.
- 71. Communication and interpersonal skills are important for successful project stakeholder management.
- 72. Issue logs can be used to address issues related to other knowledge areas like project scope management or project quality management.
- 73. (Though stakeholders cannot be controlled, their level of engagement can be monitored
- 75. Unknown risks can be managed proactively.
- 76. Risk events refer to specific, certain events that may occur to the detriment or enhancement of the project.
- 77. A probability/impact matrix or chart lists the relative probability of a risk occurring on one side of a matrix or axis on a chart and the relative impact of the risk occurring on the other.
- 78. Top Ten Risk Item Tracking is a quantitative risk analysis tool.
 - 79. () Identified risks may not materialize, or their probabilities of occurrence or loss may diminish.

Answers:

1-5 TFTFF

6-10 FTFFT

11-15 TFFTF

16-20 FTTFT

21-25 TTFFF

26-30 FTFTF

31-35 TTFFT

36-40 FTFTF

41-45 FTTTT

46-50 FFTTT

51-55 FTFFT

56-60 FFFTF

61-65 FTFTT

66-70 TTTFT

71-75 TTTTF

76-79 FTFT

Section2: Mutiple Choice

risk register

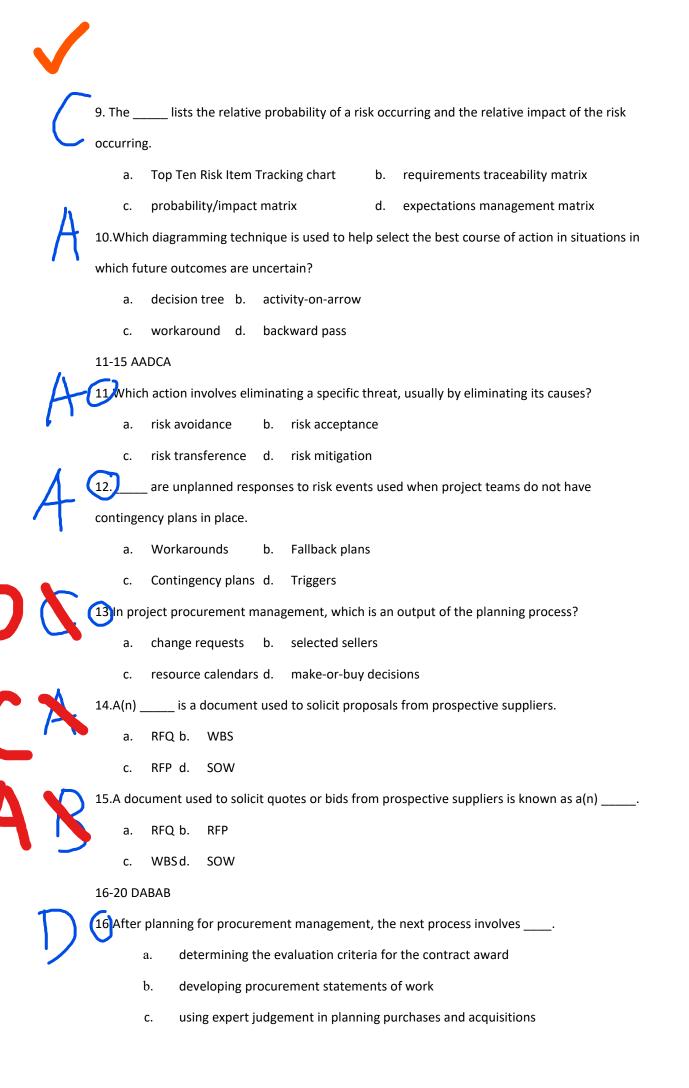
a.

c.

	Sections	2. Muliple Choi	ce				
1-5 BCDBD 6-10 C_ACA							
D	1. Durin	g which phase	must	t project te	ams addr	ess ir	mportant considerations for managing
D	informat	tion (and often	end	up updatin	g busines	s pro	cesses through improved communications)?
	a.	closing	b.	execution	n		
	C.	planning	d.	monitorii	ng and co	ntrol	ling
	2. An ex	cample of push	comi	munication	n is		
	a.	meetings	b.	video cor	nferencing	3	
	C.	voice mails	d.	blogs			
D	3. An ex	cample of pull c	omm	nunication	is		
<i>y</i>	a.	meetings	b.	video cor	nferencing	3	
	c.	voice mails	d.	blogs			
K	4 Whic	h document ad	dress	ses where t	the projec	ct sta	nds in terms of meeting scope, time, and
	cost goa	ls?					
	a.	technical rep	orts	b. stati	us reports	5	
	C.	progress repo	orts	d. lesso	ons-learne	ed re	ports
	5. Whic	h process invol	ves n	umerically	estimatin	ng the	e effects of risks on project objectives?
	a.	performing q	ualita	ative risk ar	nalysis	b.	planning risk responses
	C.	identifying ris	ks			d.	performing quantitative risk analysis
	6	_ are predefine	d act	tions that t	he project	t teaı	m will take if an identified risk event occurs.
	, a.	Secondary ris	ks	b. Wor	karounds		
	C.	Contingency	plans	d. Mar	nagement	rese	rves
	7. Whic	h is a fact-findi	ng te	chnique th	at can be	used	for collecting information in face-to-face,
	phone, e	e-mail, or instar	nt-me	essaging di	scussions	?	
	a.	brainstorming	g	b.	Monte C	arlo	analysis
	C.	the Delphi te	chniq	μe d.	interview	ving	
A	8. Which	n document cor	ntains	s results of	various ri	isk m	anagement processes; it is often displayed
•	in a table	e or spreadshe	et for	rmat?			

b. influence diagram

process flow chart d. work breakdown structure



sending appropriate documentation to potential sellers 17. What process involves determining everyone involved in the project or affected by it, and determining the best ways to manage relationships with them? identifying stakeholders planning stakeholder management managing stakeholder engagement d. controlling stakeholder engagement c. 18. The main output of which process is the stakeholder register? planning stakeholder management identifying stakeholders managing stakeholder engagement d. controlling stakeholder engagement 19. Which is true about identifying stakeholders? External project stakeholders include the project's customers. a. h It is not very difficult to identify stakeholders. Stakeholders with indirect ties to the project need not be engaged with. d. Stakeholders do not change during a project. 20. The project team must take corrective action if stakeholders with _____ are categorized as resistant or unaware. high interest/low power high interest and high power low interest/ low power d. low interest/high power 21-25 __ACC 21. Scope, time and cost goals in order of importance can be ranked on a(n) _____. requirements traceability matrix b. expectations management matrix responsibility assignment matrix d. probability matrix 22.A(n) __ is a tool used to document, monitor, and track problems that need resolution. requirements traceability matrix Gantt chart a. b. power/interest grid issue log 23 Which process involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance? determining the budget b. finalizing policies for project costs controlling costs d. estimating costs 4. Which process results in a cost baseline as a main output? cost controlling cost estimating b.

- c. cost budgeting

 25.Which process helps develop a
 - d. cost planning
 - 25. Which process helps develop an accurate projection of a project's financial expenses and

benefits?

- a. critical path analysis
- o. fast tracking
- c. life cycle costing
- d. crashing

26-30 BABDC

K

26 Which method is used for determining the estimated annual costs and benefits for a project?

- a. Critical path analysis
- b. Cash flow analysis
- c. Present value analysis
- d. Requirements analysis



27Which statement is true of contingency reserves?

- a. They allow for future situations that can be partially planned for.
- b. They are also known as unknown unknowns.
- c. They are not included in a cost baseline.
- d. They allow for dollar amounts to be used to cover existing, fixed costs.

28. 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.

29. What is another term used for budget?

- a. earned value
- b. actual cost
- c. indirect cost
- d. planned value

30. Which is true of earned value?

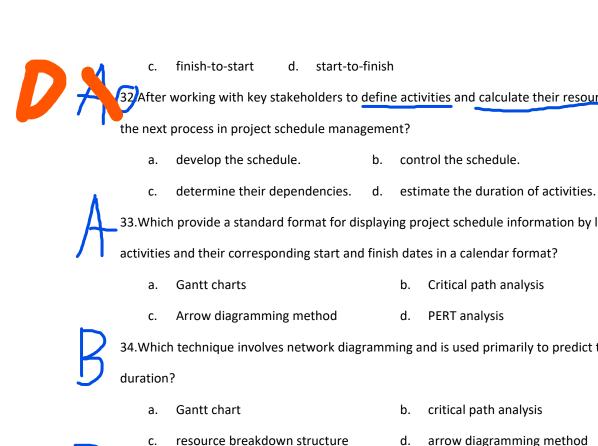
- a. It is the actual cost plus the planned cost.
- b. It is based solely on the total cost estimate to be spent on an activity.
- c. It is an estimate of the value of the physical work actually completed.
- d. It is also known as the planned value.

31-35 ADABB



31During which relationship is the "from" activity unable start until the "to" activity is started?

- a. start-to-start
- o. finish-to-finish



32 After working with key stakeholders to define activities and calculate their resources, what is

- b. control the schedule.

33. Which provide a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a calendar format?

- b. Critical path analysis
- **PERT** analysis

34. Which technique involves network diagramming and is used primarily to predict total project

- critical path analysis
- c.
- d. arrow diagramming method

35.The critical path is the _____ path through a network diagram, and it represents the _____ amount of slack or float.

- longest; longest b. longest; shortest
- shortest; longest d. shortest; shortest

36-40 DACBB

36. What term is used for the amount of time an activity can be delayed without delaying the early start date of any immediately following activities?

- forward pass
- b. backward pass
- fast tracking
- d. free slack

37. What term is used for the amount of time an activity can be delayed from its early start without delaying the planned project finish date?

- total slack
- b. free float
- backward passd. forward pass c.

38. Which technique involves doing activities in parallel that one would normally do in sequence?

- Critical chain scheduling
- b. Crashing

c. Fast tracking

PERT analysis d.





39. Which technique is used for making cost and schedule trade-offs to obtain the greatest

amount of schedule compression for the least incremental cost?

- dependency
- crashing
- critical chain scheduling d. feeding buffers

40. How does critical chain scheduling protect tasks on the critical chain from being delayed?

- critical paths
- b. feeding buffers
- dummy activities d. fast tracking

41-45 CCCD

41. Which law states that work expands to fill the time allowed?

- Murphy's Law
- Miller's Law
- Parkinson's Law c.
- d. Einstein's Law

42 Which is a similarity between scope control and schedule control?

- Both are initial processes of project time management.
- b. Both of their primary goals is to define project goals and milestones.
- c. Both are portions of the integrated change control process under project integration management.
- Both of these processes should occur before estimating activity durations.

43. Which term describes a product produced as part of a project?

- variance a.
- b. scope
- deliverable c.
- d. work package

44. Which statement best describes scope?

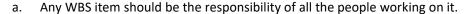
- each level of work that is outlined in a work breakdown structure
- end product created as part of a project that is delivered to the client b.
- tasks that are decomposed into smaller tasks in a work breakdown structure c.
- work involved in creating the products and the processes used to create them

45. Which task is at the lowest level of the WBS?D

- a. variance
- objective
- c. deliverable
- work package

46-50 BAAAB

46. Which is recommended for the creation of a good WBS?



- 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.

47. Which process involves working with stakeholders to create the document that formally authorizes a project?

- a. Developing the project charter
- b. Developing the preliminary project scope statement
- c. Developing the project management plan
- d. Performing integrated change control

48. What is the first step in the planning process?

- a. tie the information technology strategic plan to the organization's overall strategic plan
- b. perform a business area analysis
- c. start defining potential IT projects in terms of their scope, benefits, and constraints
- d. choose which projects to do and assigning resources to work on them

49. Which process includes defining project scope, benefits, and constraints?

- a. project planning b. business area analysis
- c. resource allocation d. information technology strategy planning

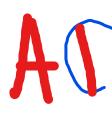
50. What type of analysis involves calculating the expected net monetary gain or loss from a project by discounting all expected future cash inflows and outflows to the present point in time?

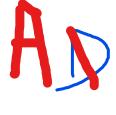
- a. Cost of capital b. Net present value
- c. Cash flow d. Payback

51-55 CCB(AB)A

51.In a weighted scoring model, what percent must the sum of the weights of all the criteria total?

- a. 10 b. 50
- c. 100 d. 150
- 52. Which information is included in a business case?
 - a. business need for the project









	b.	relevant governme	ent or	industry standards
	c.	project objective, h	nigh-l	evel requirements, and time and cost goals
	d.	policies, procedure	es, gui	idelines, and systems that influence a project's success
s.\	Which	section of the proj	ect m	anagement plan provides the planned cost of deliverables?
	a.	objectives	b.	budget
	c.	risk	d.	technical
ļ.Ţ	he sc	rum approach origi	nated	d with agile software development as practitioners looked for
ау	s to_			
	A) in	nprove communicat	tion	B) increase throughput
	C) in	crease risk		D) All of Above
. <i>F</i>	Althou	ıgh Scrum was inter	nded	for management of software development projects, it can be
e	d to r	un software mainte	nance	e teams, or as a general project/program management
р	roach	ı .		
	A) Tı	rue	B) Fa	alse
5-6	50 (AE	BC)ABCB		
;.i	he m	ain roles in Scrum a	are:	
	A) So	crumMaster		B) Product Owner
	C) Te	eam		D) Person
'.S	Scrum	eliminates many o	f the	tasks required of a lead because teams become self-organizing.
	A) Tı	rue		B) False
8.1	n scru	ım the team activity	y is m	onitored and coordinated on basis.
	A) h	ourly		B) daily
	C) w	eekly		D) monthly
).S	Scrum	is iterative. The ite	ration	n is called
	A) sp	orite		B) IT1
	C) sp	orint		D) sprinte
Τ.	he	is respons	ible f	or maximizing return on investment (ROI) by identifying
00	duct f	eatures, translating	thes	e into a prioritized feature list, deciding which should be at the
р	of the	e list for the next Sp	rint, a	and continually re-prioritizing and refining the list.
	A) So	crum Master		B) Product Owner

		C) Manager	D) Team	1
	61-	65 ABCCD		
\overline{V}	61.	he team in Scrum is seve	en plus or min	us two people.
\Box		A) True	B) False	
	62.	The ScrumMaster and the	Product Own	er can be the same individual;
5		A) True	B) False	
Č	63.	he first step in Scrum is t	for the Produc	t Owner to articulate the product vision. Eventually,
	this	s evolves into a refined an	d prioritized l	st of features called the
		A) Sprint Backlog	B) White	eboard
		C) Product Backlog	D) All of	above
	64	The team meets daily for	minutes,	where each member of the team discusses the work
	the	y've completed since the	last meeting	
		A) 10 B) 12 C) 1	5 D) 20	
	65.	are of scrum principle	s.	
		A) Time-boxes		B) Cross-functional teams
		C) Open communication	ns within team	. D) All of above
		E) Both A & B		
_	66-	70 BABD_		
*	66.	Users & Stakeholders in s	crum are Inte	rested in results but not responsible for deliverables.
1	A) ⁻	True B) False		
Δ	67.	he organization recogniz	es that a new	project exists and completes a project charter during
/	wh	ich processes for a new p	roject?	
		a. initiating	b. _I	planning
•		c. opening	d. 0	controlling
<	68.	What is developed in the	Project Integr	ation Management knowledge area?
		a. schedule managemer	nt plan	b. project management plan
		c. WBS		d. quality management
	69.	What is the main purpose	of project pla	ins?
	•	a. schedule managemer	nt plans	b. define project scope
		c. estimate activity reso	urces	d. guide project execution

0. Which process includes measuring progress toward project objectives and taking corrective action to match progress with the plan?

a. Planning

b. Monitoring and controlling

c. Executing

d. Initiating

71-75 CDDAA

- 71. Which is true about the agile method?
- a. It is often used when a project team can express the scope early in the product life cycle.
- b. It is used when a project team wants to provide a potentially shippable product earlier rather than later.
- c. It uses several iterations or deliveries of software instead of waiting until the end of the project to provide a product.
- d. It is used when project teams want to use the predicative approach to a project.
- 72. Which project would be compatible with the use of the agile approach?
- a. Projects with inexperienced and dispersed teams
- b. Projects that have a fairly rigid completion date
- c. Projects with clear-up front requirements
- d. Projects that have more flexible scheduling
- 73. Which activity is a part of the Scrum planning process?
- a. Determining how many sprints will compose each release
- b. Demonstrating the product during a sprint review meeting
- c. Completing tasks each day during sprints
- d. Creating sprint backlog
- 74.In the Scrum method, during which meeting is the improvement of the product and process discussed?
 - a. sprint retrospective
- b. sprint review

c. kick-off

- d. daily Scrum
- 75.A ______ is usually not necessary to the Scrum method, because Scrum implies that team members work as a self-directed group.
 - a. team charter
- b. velocity estimate

c. Gantt chart

d. product backlog





76-80 CBCAA

76. What important Scrum artifact is used to graphically display progress on each sprint during the monitoring and controlling process?

a. WBS

- b. sprint backlog
- c. burndown chart
- d. product backlog

77. n what type of organizational structure do project managers have the most authority?

- a. Functional
- b. Project
- c. Matrix
- d. Circular

78.In which product life cycle the scope, schedule, and cost are determined early, and changes to scope are carefully managed?

- a. Iterative
- b. Incremental
- c. Predictive
- d. Adaptive

79.In which development life cycle do stakeholders define and approve the detailed scope

before the start on an iteration?

- a. Adaptive
- b. Hybrid
- c. Incremental
- d. Iterative

80. 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.

81-85 BABDB

81. Which objective is true of projects?

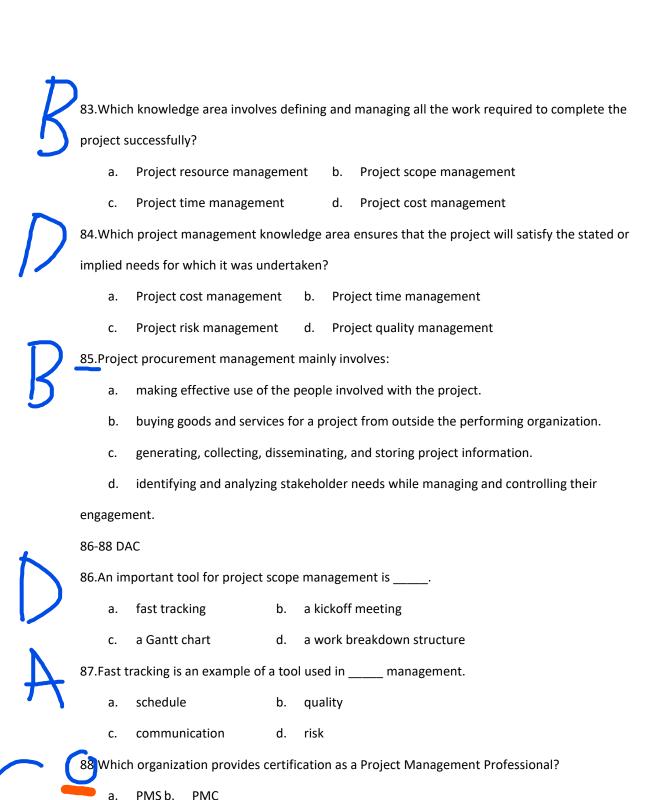
- a. They have an indefinite beginning and end.
- b. They have a unique purpose.
- c. They are developed using regressive elaboration.
- d. They are permanent in nature.

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

- a. project sponsor
- b. project manager
- c. support staff member
- d. project team







PMI d.

PMP

1.A project's sponsor is also known as a(n)
2.In project management, the three limitations of scope, time, and cost are referred to as the
3.The of project management includes quality, scope, time, and cost constraints.
4.Project management describe the key competencies that project managers must
develop.
5.A(n) refers to a product or service, such as a report, a training session, a piece of
hardware, or a segment of software code, produced or provided as part of a project.
6.A(n) is a framework for describing the phases of developing information systems.
7.The life cycle model is suitable for projects in which changes can be incorporated with
reasonable cost increases or acceptable time delays.
8 software development can be used for software development or in any environment in
which the requirements are unknown or change quickly.
9.Sprint planning is part of the basic
10 progress from initiation activities to planning activities, executing activities, monitoring
and controlling activities, and closing activities.
11.The ideal outcome of the process group is to complete a project successfully by
delivering the agreed-upon project scope within time, cost, and quality constraints.
12.A(n) describes how things should be done.
is a project management methodology that defines 45 separate subprocesses and
organizes these into eight process groups.
13.The is a very important tool in project management because it provides the basis for
deciding how to do the work.
14.A(n) is the person responsible for the business value of the project and for deciding
what work to do and in what order when using a Scrum method.
15.A(n) is a set period of time, normally two to four weeks, during which specific work
must be completed and made ready for review when using Scrum methods.

16.A(n) is the person who ensures that the team is productive, facilitates the daily Scrum,
enables close cooperation across all roles and functions, and removes barriers that prevent the
team from being effective.
17.A(n) is a cross-functional team of five to nine people who organize themselves and the
work to produce the desired results for each sprint.
18.In Scrum, a(n) is a useful object created by people.
19.A(n) is a Scrum artifact and consists of the highest-priority items from the product
backlog to be completed in a sprint.
20 are short descriptions written by customers of what they need a Scrum system to do
for them.
21.If done well, the can produce several releases of useful software.
22 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.
23 is a technique that uses branches radiating from a core idea to structure thoughts and
ideas.
24 analysis is a method of calculating the expected net monetary gain or loss from a
project by discounting all expected future cash inflows and outflows to the present point in time.
25.A(n) is a tool that provides a systematic process for selecting projects based on many
criteria.
26.A is a starting point, a measurement, or an observation that is documented so that it
can be used for future comparison. changes.
27.A(n) is a formal group of people responsible for approving or rejecting changes to a
project.
project. 28 costing helps to see a big-picture view of the cost of a project throughout its life cycle.
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 28 costing helps to see a big-picture view of the cost of a project throughout its life cycle. 29.Project managers must conduct cash flow analysis to determine 30.A(n) estimate is done very early in a project or even before a project is officially

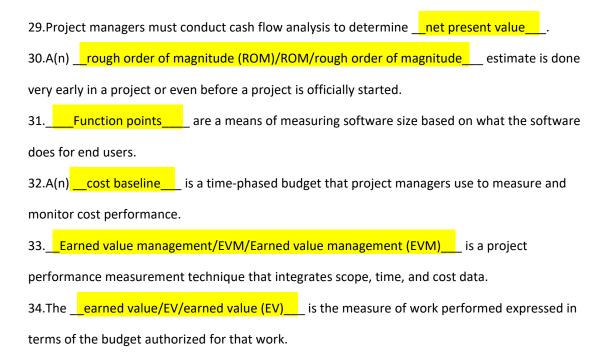
32.A(n) is a time-phased budget that project managers use to measure and monitor cost
performance.
33 is a project performance measurement technique that integrates scope, time, and cost
data.
34.The is the measure of work performed expressed in terms of the budget authorized for
that work.

Answer: 1.A project's sponsor is also known as a(n) __primary customer___. 2.In project management, the three limitations of scope, time, and cost are referred to as the

triple constraint .

- 3.The ___quadruple constraint__ of project management includes quality, scope, time, and cost constraints.
- 4.Project management __knowledge areas___ describe the key competencies that project managers must develop.
- 5.A(n) __deliverable__ refers to a product or service, such as a report, a training session, a piece of hardware, or a segment of software code, produced or provided as part of a project.
- 6.A(n) __SDLC/systems development life cycle/systems development life cycle (SDLC) ___ is a framework for describing the phases of developing information systems.
- 7.The ___spiral_ life cycle model is suitable for projects in which changes can be incorporated with reasonable cost increases or acceptable time delays.
- 8. __Agile__ software development can be used for software development or in any environment in which the requirements are unknown or change quickly.
- 9.Sprint planning is part of the basic __Scrum framework____.
- 10. __Project management process groups__ progress from initiation activities to planning activities, executing activities, monitoring and controlling activities, and closing activities.
- 11. The ideal outcome of the __monitoring and controlling__ process group is to complete a project successfully by delivering the agreed-upon project scope within time, cost, and quality constraints.
- 12.A(n) methodology describes how things should be done.
- ____PRojects IN Controlled Environments, PRINCE2__ is a project management methodology that defines 45 separate subprocesses and organizes these into eight process groups.
- 13.The ___WBS/work breakdown structure/work breakdown structure (WBS)__ is a very important tool in project management because it provides the basis for deciding how to do the work.
- 14.A(n) _product owner_ is the person responsible for the business value of the project and for deciding what work to do and in what order when using a Scrum method.

15.A(n)sprint is a set period of time, normally two to four weeks, during which specific
work must be completed and made ready for review when using Scrum methods.
16.A(n)ScrumMaster is the person who ensures that the team is productive, facilitates the
daily Scrum, enables close cooperation across all roles and functions, and removes barriers that
prevent the team from being effective.
17.A(n)Scrum team development team is a cross-functional team of five to nine people
who organize themselves and the work to produce the desired results for each sprint.
18.In Scrum, a(n)artifact is a useful object created by people.
19.A(n)sprint backlog is a Scrum artifact and consists of the highest-priority items from the
product backlog to be completed in a sprint.
20User stories are short descriptions written by customers of what they need a Scrum
system to do for them.
21.If done well, theagile approach/agile method can produce several releases of
useful software.
22. Strategic planning 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.
23Mind mapping is a technique that uses branches radiating from a core idea to structure
thoughts and ideas.
24. Net present value analysis is a method of calculating the expected net monetary gain
or loss from a project by discounting all expected future cash inflows and outflows to the present
point in time.
25.A(n)weighted scoring model is a tool that provides a systematic process for selecting
projects based on many criteria.
26.Abaseline is a starting point, a measurement, or an observation that is documented so
that it can be used for future comparison. changes.
27.A(n) _change control board/change control board (CCB)/CCBchange control board is a
formal group of people responsible for approving or rejecting changes to a project.
28. Life cycle costing helps to see a big-picture view of the cost of a project throughout its
life cycle.



Section4: Writing Part

You can write your answer in the blanks.

This section does not provide reference answers.

- 1. What are the triple constants?
- 2. What are 8 project management techniques
- 3. difference project phase and 5 project management process groups.
- 4. What are the phases in a traditional project life cycle?
- 5. What is performance reporting? What are some methods used for performance reporting?
- 6. What are the 5 stages of the Tuckman model?
- 7. List and describe each of the 10 project management knowledge areas.
- 8. What are the phases in a traditional project life cycle?
- 9. What are the 4 scrum ceremonies?
- 10. What is performance reporting? What are some methods used for performance reporting?
- 11. What are the 12 principles behind the Agile Manifesto?
- 12. What are the 5 stages of the Tuckman model?

These videos are important for section 4. You can find some answers in videos and others you can make your own answers by looking at the PPT.

压缩包中有学习的视频,是针对第四部分的,剩下一些问题的答案在PPT中可以找到。

these 3 questions are very important so learn them well

这三个知识点非常重要, 需要掌握

KA/PG	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	Develop Project Charter	Develop Project Mgmt Plan	Direct and Manage Project Work Manage Project Knowledge	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
Scope		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
Schedule		Plan Schedule Mgmt Define Activities Sequence Activities Estimate Activity Durations Develop Schedule		Control Schedule	
Cost		Plan Cost Mgmt Estimate Costs Determine Budget		Control Costs	
Quality		Plan Quality Mgmt	Manage Quality	Control Quality	
Resource		Plan Resource Mgmt Estimate Activity Resources	Acquire Resources Develop Team Manage Team	Control Resources	
Communications		Plan Communications Mgmt	Manage Communications	Monitor Communications	
Risk		Plan Risk Mgmt Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	Implement Risk Responses	Monitor Risks	
Procurement		Plan Procurement Mgmt	Conduct Procurements	Control Procurements	
Stakeholder	Identify	Plan Stakeholder Engagement	Manage Stakeholder	Monitor Stakeholder	

INITIATING	PLANNING	EXECUTING	MONITORING/ CONTROLING	CLOSING
ACTIVITIES Gather high-level information and requirements about project.	ACTIVITIES Build WBS Create project schedule Identify purchases Get quotes Define scope Identify risks Determine communications	ACTIVITIES Hold Kickoff Meeting Resources execute plan PM manage team / project Make purchases Ensure scope is adhered to Communicate Deliver product	ACTIVITIES Status meetings / reporting Change control activities	ACTIVITIES Transition to support Store documents Collect final invoices Finalize budgeted & actual costs Conduct Lessons Learned Write closeout report
DELIVERABLES • Project Charter	DELIVERABLES WBS Project Schedule Budget Scope Document Risk Plan Communication Plan	DELIVERABLES Work to be completed Product and documents Product / service	Status Reports, metrics, information Change Control documents	DELIVERABLES Closeout Reports Final budget Support documents

A small project has 8 activities and time in days for each activity is given below:

- a. Draw the 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 in Days	Immediate Predecessor
A	6	-
В	4	-
С	3	A
D	4	В
E	3	В
F	10	
G	3	E, F
Н	2	C, D