**True and False**

1. Every project should have a well-defined objective. True
2. Managing the triple constraint primarily involves making trade-offs between resources and quality. False
3. The only responsibility of a project manager is to meet the specific scope, time, and cost goals of a project. False
4. The importance of stakeholders’ needs and expectations is limited to the beginning of a project. False
5. Project managers work with the project sponsors to define success for particular projects. True
6. Individual projects always address strategic goals whereas portfolio management addresses tactical goals. False
7. To be a successful manager, the only skills an IT project manager needs to possess are excellent technical skills. False
8. Project managers in matrix organizations have staff from various functional areas working on their projects. True
9. Project managers must take adequate time to identify, understand, and manage relationships with all project stakeholders. True
10. Initiating processes take place during each phase of a project. True
11. The level of activity and length of each process group varies for every project. True
12. Initiating and closing tasks are usually the longest and require the most amount of resources and time.False
13. The executing process group generally requires the most resources. True
14. Monitoring and controlling processes overlap all of the other project management process groups.True
15. Many project management activities occur as part of the planning process group. True
16. Agile methods are used when deliverables have a low degree of change. False
17. The Rational Unified Process (RUP) framework is incompatible with the PMBOK process. False
18. The kick-off meeting is always held before the business case and project charter are completed. False
19. A milestone list is an output associated with the Project Scope Management knowledge area. False
20. In the Scrum method, team members work as a self-directed group coached by the ScrumMaster. True
21. The burndown chart is a Scrum created artifact that provides a list of features prioritized by business value. False
22. A Gantt chart is the same as a project management plan. F
23. Deliverables are only product-related, such as a piece of hardware or software. F
24. Project scope management includes the processes involved in defining and controlling what is or is not included in a project. T
25. The project’s size, complexity, importance, and other factors do not affect how much effort is spent on collecting requirements for scope planning. F
26. Information from the project charter provides a basis for further defining the project scope. T
27. Project scope statements must include the project boundaries, constraints, and assumptions. F
28. The scope of a project is clear and specific from the start. F
29. Many information technology projects also require detailed functional and design specifications for developing software, which also should be referenced in the detailed scope statement. T
30. 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. T
31. The scope baseline includes the approved project scope statement and its associated WBS and WBS dictionary. T
32. A work package represents one component of the product that the project aims to deliver. F
33. The tasks in a WBS must be developed as a sequential list of steps. F
34. A unit of work should appear at only one place in the WBS. T
35. Scope creep if not managed well can lead to the failure of information technology projects.T
36. An activity or task is an element of work normally found on the work breakdown structure (WBS) that has expected duration, cost, and resource requirements.T
37. In project schedule management, the primary output of defining activities is a schedule management plan.F
38. It is important for the activity list and activity attributes to be in agreement with the work breakdown structure.T
39. After defining project activities, the next step in project schedule management is developing the schedule.F
40. Network diagrams are the preferred technique for showing activity sequencing.T
41. Start-to-finish relationships are the most frequently used dependencies between activities.F
42. In a critical path analysis, the shortest path is what drives the completion date for the project.F
43. A backward pass through the network diagram determines the early start and early finish dates for each activity.F
44. The technique of fast tracking can result in lengthening the project schedule.T
45. Risk events refer to specific, certain events that may occur to the detriment or enhancement of the project. F
46. 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. T
47. Top Ten Risk Item Tracking is a quantitative risk analysis tool. F

**Mutiple Choice**

During which phase must project teams address important considerations for managing information (and often end up updating business processes through improved communications)?

a. closing b. execution

c. planning d. monitoring and controlling

ANSWER: b

An example of push communication is \_\_\_\_\_.

a. meetings b. video conferencing

c. voice mails d. blogs

ANSWER: c

An example of pull communication is \_\_\_\_\_.

a. meetings b. video conferencing

c. voice mails d. blogs

ANSWER: d

\_\_\_\_\_ are predefined actions that the project team will take if an identified risk event occurs.

a. Secondary risks b. Workarounds

c. Contingency plans d. Management reserves

ANSWER: c

Which is a fact-finding technique that can be used for collecting information in face-to-face, phone, e-mail, or instant-messaging discussions?

a. brainstorming b. Monte Carlo analysis

c. the Delphi technique d. interviewing

The \_\_\_\_\_ lists the relative probability of a risk occurring and the relative impact of the risk occurring.

a. Top Ten Risk Item Tracking chart b. requirements traceability matrix

c. probability/impact matrix d. expectations management matrix

ANSWER: c

Which diagramming technique is used to help select the best course of action in situations in which future outcomes are uncertain?

a. decision tree b. activity-on-arrow

c. workaround d. backward pass

ANSWER: a

Which action involves eliminating a specific threat, usually by eliminating its causes?

a. risk avoidance b. risk acceptance

c. risk transference d. risk mitigation

ANSWER: a

\_\_\_\_\_ are unplanned responses to risk events used when project teams do not have contingency plans in place.

a. Workarounds b. Fallback plans

c. Contingency plans d. Triggers

ANSWER: a

In project procurement management, which is an output of the planning process?

a. change requests b. selected sellers

c. resource calendars d. make-or-buy decisions

ANSWER: d

A(n) \_\_\_\_\_ is a document used to solicit proposals from prospective suppliers.

a. RFQ b. WBS

c. RFP d. SOW

ANSWER: c

A document used to solicit quotes or bids from prospective suppliers is known as a(n) \_\_\_\_\_.

a. RFQ b. RFP

c. WBS d. SOW

ANSWER: a

After planning for procurement management, the next process involves \_\_\_\_.

1. determining the evaluation criteria for the contract award
2. developing procurement statements of work

c. using expert judgement in planning purchases and acquisitions

d. sending appropriate documentation to potential sellers

ANSWER: d

What process involves determining everyone involved in the project or affected by it, and determining the best ways to manage relationships with them?

a. identifying stakeholders b. planning stakeholder management

c. managing stakeholder engagement d. controlling stakeholder engagement

ANSWER: a

The main output of which process is the stakeholder register?

a. planning stakeholder management b. identifying stakeholders

c. managing stakeholder engagement d. controlling stakeholder engagement

ANSWER: b

The project team must take corrective action if stakeholders with \_\_\_\_\_ are categorized as resistant or unaware.

a. high interest/low power b. high interest and high power

c. low interest/ low power d. low interest/high power

ANSWER: b

Which process involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance?

a. determining the budget b. finalizing policies for project costs

c. controlling costs d. estimating costs

ANSWER: a

Which process results in a cost baseline as a main output?

a. cost controlling b. cost estimating

c. cost budgeting d. cost planning

ANSWER: c

Which process helps develop an accurate projection of a project’s financial expenses and benefits?

a. critical path analysis b. fast tracking

c. life cycle costing d. crashing

ANSWER: c

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

ANSWER: b

Which 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.

ANSWER: a

During which relationship is the “from” activity unable start until the “to” activity is started?

a. start-to-start b. finish-to-finish

c. finish-to-start d. start-to-finish

ANSWER: a

After working with key stakeholders to define activities and calculate their resources, what is the next process in project schedule management?

a. develop the schedule. b. control the schedule.

c. determine their dependencies. d. estimate the duration of activities.

ANSWER: d

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?

a. Gantt charts b. Critical path analysis

c. Arrow diagramming method d. PERT analysis

ANSWER: a

Which technique involves network diagramming and is used primarily to predict total project duration?

a. Gantt chart b. critical path analysis

c. resource breakdown structure d. arrow diagramming method

ANSWER: b

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

a. longest; longest b. longest; shortest

c. shortest; longest d. shortest; shortest

ANSWER: b

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?

a. forward pass b. backward pass

c. fast tracking d. free slack

ANSWER: d

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?

a. total slack b. free float

c. backward pass d. forward pass

ANSWER: a

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

a. Critical chain scheduling b. Crashing

c. Fast tracking d. PERT analysis

ANSWER: c

Which technique is used for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost?

a. dependency b. crashing

c. critical chain scheduling d. feeding buffers

ANSWER: b

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

a. critical paths b. feeding buffers

c. dummy activities d. fast tracking

ANSWER: b

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

a. Murphy’s Law b. Miller’s Law

c. Parkinson’s Law d. Einstein’s Law

ANSWER: c

Which is a similarity between scope control and schedule control?

a. 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.

d. Both of these processes should occur before estimating activity durations.

ANSWER: c

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

a. variance b. scope

c. deliverable d. work package

ANSWER: c

2. Which statement best describes scope?

a. each level of work that is outlined in a work breakdown structure

b. end product created as part of a project that is delivered to the client

c. tasks that are decomposed into smaller tasks in a work breakdown structure

d. work involved in creating the products and the processes used to create them

ANSWER: d

11. 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.

ANSWER: b

1. 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

ANSWER: a

2. 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

ANSWER: a

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

a. project planning b. business area analysis

c. resource allocation d. information technology strategy planning

ANSWER: a

4. 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

ANSWER: b

5. 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

ANSWER: c

6. Which information is included in a business case?

a. business need for the project

b. relevant government or industry standards

c. project objective, high-level requirements, and time and cost goals

d. policies, procedures, guidelines, and systems that influence a project’s success

ANSWER: c

7. Which section of the project management plan provides the planned cost of deliverables?

a. objectives b. budget

c. risk d. technical

ANSWER: b

1)The scrum approach originated with agile software development as practitioners looked for ways to ..............

A) improve communication B) increase throughput

C) increase risk D) All of Above

ANSWER: A,B

2)Although Scrum was intended for management of software development projects, it can be used to run software maintenance teams, or as a general project/program management approach.

A) True B) False

ANSWER: True

3)The main roles in Scrum are:

A) ScrumMaster B) Product Owner

C) Team D) Person

ANSWER: a,b,c

5)In scrum the team activity is monitored and coordinated on ......... basis.

A) hourly B) daily

C) weekly D) monthly

ANSWER: B

6)Scrum is iterative. The iteration is called .........

A) sprite B) IT1

C) sprint D) sprinte

ANSWER: C

7)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.

A) Scrum Master B) Product Owner

C) Manager D) Team

ANSWER: B

9)The ScrumMaster and the Product Owner can be the same individual;

A) True B) False

ANSWER: B

11)The team meets daily for ...... minutes, where each member of the team discusses the work they’ve completed since the last meeting

A) 10 B) 12 C) 15 D) 20

ANSWER: C

12)................. are of scrum principles.

A) Time-boxes B) Cross-functional teams

C) Open communications within team. D) All of above

E) Both A & B

ANSWER: D

13)Users & Stakeholders in scrum are Interested in results but not responsible for deliverables.

A) True B) False

ANSWER:B

4. 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

ANSWER: a

5. What is developed in the Project Integration Management knowledge area?

a. schedule management plan b. project management plan

c. WBS d. quality management

ANSWER: b

10. 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

11. 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.

ANSWER: c

12. 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

ANSWER: d

13. 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

ANSWER: d

14. 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

ANSWER: a

15. 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

ANSWER: a

16. 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

ANSWER: c

1. In what type of organizational structure do project managers have the most authority?

a. Functional b. Project

c. Matrix d. Circular

ANSWER: b

4. 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

ANSWER: c

5. 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

ANSWER: a

1. Which objective is true of projects? B

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.

4. Which knowledge area involves defining and managing all the work required to complete the project successfully? B

a. Project resource management b. Project scope management

c. Project time management d. Project cost management

5. Which project management knowledge area ensures that the project will satisfy the stated or implied needs for which it was undertaken? D

a. Project cost management b. Project time management

c. Project risk management d. Project quality management

6. Project procurement management mainly involves: B

a. making effective use of the people involved with the project.

b. buying goods and services for a project from outside the performing organization.

c. generating, collecting, disseminating, and storing project information.

d. identifying and analyzing stakeholder

needs while managing and controlling their engagement.

7. An important tool for project scope management is \_\_\_\_\_. D

a. fast tracking b. a kickoff meeting

c. a Gantt chart d. a work breakdown structure

8. Fast tracking is an example of a tool used in \_\_\_\_\_ management. A

a. schedule b. quality

c. communication d. risk

9. Which organization provides certification as a Project Management Professional?C

a. PMS b. PMC

c. PMI d. PMP

**Fill in the blanks**

1. A project’s sponsor is also known as a(n) \_\_\_\_\_.

ANSWER: primary customer

4. Project management \_\_\_\_\_ describe the key competencies that project managers must develop.

ANSWER: knowledge areas

1. 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.

ANSWER: deliverable

systems development life cycle

systems development life cycle (SDLC)

3. The \_\_\_\_\_ life cycle model is suitable for projects in which changes can be incorporated with reasonable cost increases or acceptable time delays.

ANSWER: spiral

5. Sprint planning is part of the basic \_\_\_\_\_\_.

ANSWER: Scrum framework

2. 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.

ANSWER: monitoring and controlling

3. A(n) \_\_\_\_\_ describes how things should be done.

ANSWER: methodology

ANSWER: PRojects IN Controlled Environments, PRINCE2

5. The \_\_\_\_\_ is a very important tool in project management because it provides the basis for deciding how to do the work.

ANSWER: WBS, work breakdown structure,work breakdown structure (WBS)

6. 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.

ANSWER: product owner

7. 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.

ANSWER: sprint

8. 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.

ANSWER: ScrumMaster

9. 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.

ANSWER: Scrum team development team

11. A(n) \_\_\_\_\_ is a Scrum artifact and consists of the highest-priority items from the product backlog to be completed in a sprint.

ANSWER: sprint backlog

12. \_\_\_\_\_ are short descriptions written by customers of what they need a Scrum system to do for them.

ANSWER: User stories

13. If done well, the \_\_\_\_\_\_\_\_\_ can produce several releases of useful software.

ANSWER: agile approach

agile method

2. \_\_\_\_\_ is a technique that uses branches radiating from a core idea to structure thoughts and ideas.

ANSWER: Mind mapping

3. \_\_\_\_\_ 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.

ANSWER: Net present value

Net present value (NPV)

NPV

4. A(n) \_\_\_\_\_ is a tool that provides a systematic process for selecting projects based on many criteria.

ANSWER: weighted scoring model

6. A(n) \_\_\_\_\_ is a formal group of people responsible for approving or rejecting changes to a project.

ANSWER: change control board

change control board (CCB)

CCB

3. A(n) \_\_\_\_\_ estimate is done very early in a project or even before a project is officially started.

ANSWER: rough order of magnitude (ROM)

ROM

rough order of magnitude

4. \_\_\_\_\_\_\_\_ are a means of measuring software size based on what the software does for end users.

ANSWER: Function points

5. A(n) \_\_\_\_\_ is a time-phased budget that project managers use to measure and monitor cost performance.

ANSWER: cost baseline

6. \_\_\_\_\_ is a project performance measurement technique that integrates scope, time, and cost data.

ANSWER: Earned value management

EVM

Earned value management (EVM)

The \_\_\_\_\_ is the measure of work performed expressed in terms of the budget authorized for that work.

ANSWER: earned value

EV

earned value (EV)

1. List and describe the 5 process management groups?
2. What are the 10 knowledge areas and how relevant are they in a project?
3. What are the 5 stages of the Tuckman model?
4. What are the 4 scrum ceremonies and 3 scrum roles?
5. What are the 12 principles behind the Agile Manifesto?