

# XIDIAN UNIVERSITY

(Time: 2 Hours)

<b>Total</b>	<b>100</b>
<b>Mark</b>	

**Class:**

**ID No:**

**Name:**

**Exam Type: Closed**

**Paper (A)**

**Teacher: Angaj Sunil**

<b>Section</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Total</b>
Marks	25	20	25	30	100
Marks Obtained					

## **Section 1: True or False [ 25 x 1 分 = 25 分]**

1. A difference between operations and projects is that operations end when their objectives have been reached, whereas projects do not.
2. Every project should have a well-defined objective.
3. Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project.
4. Project managers should lead projects in isolation in order to truly serve the needs of the organization.
5. An organization that uses a project organizational structure earns their revenue primarily from performing projects for other groups under contract.
6. Standards and guidelines to follow when performing project management must be devised by top management.
7. As projects progress, the organization must reevaluate the need, funding, and will for each project to determine if the project should be continued, redefined, or terminated.
8. A project charter typically does not authorize the project manager to use organizational resources to complete the project.
9. The ROI is always positive.
10. The project's size, complexity, importance, and other factors do not affect how much effort is spent on collecting requirements for scope planning.
11. Many organizations provide different guidelines and templates for developing WBSs.
12. A work package represents one component of the product that the project aims to deliver.

13. An activity is an element of work that has an expected duration, cost, and resource requirements.
14. Network diagrams are the preferred technique for showing activity sequencing.
15. A Tracking Gantt chart is based on the percentage of work completed for project tasks or the actual start and finish dates.
16. Overrun is the additional percentage or dollar amount by which actual costs exceed estimates.
17. When deciding what projects to invest in or continue, one should include sunk costs.
18. A budgetary estimate is the most accurate of the three types of estimates.
19. Project stakeholder management has only been identified as an entire knowledge area by the Project Management Institute since 2013.
20. Projects often do not cause any changes in an organization.
21. Internal stakeholders include top management, other functional managers, and other project managers.
22. Communication becomes simpler when you increase the number of team members.
23. Do not have a meeting if there is a better way of achieving the objective at hand.
24. Extrinsic motivation causes people to participate in an activity for their own enjoyment.
25. In the Tuckman model, storming occurs when team members have different opinions for how the team should operate.

## **Section 2: Fill in the blanks [ 20 x 1 分 = 20 分]**

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1. The \_\_\_\_\_ of project management includes quality, scope, time, and cost constraints.
2. Project management \_\_\_\_\_ describe the key competencies that project managers must develop.
3. 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.
4. Some projects have a senior manager called a(n) \_\_\_\_\_ who acts as a key advocate for a project.
5. \_\_\_\_\_ is a technique that uses branches radiating from a core idea to structure thoughts and ideas.
6. A(n) \_\_\_\_\_ is a tool that provides a systematic process for selecting projects based on many criteria.

7. A(n) \_\_\_\_\_ is a table that lists requirements, their various attributes, and the status of the requirements to ensure that all are addressed.
8. In the \_\_\_\_\_ approach to creating a WBS, team members first identify as many specific tasks related to the project as possible.
9. \_\_\_\_\_ is the number of workdays or work hours required to complete a task.
10. A(n) \_\_\_\_\_ for a project is the series of activities that determine the earliest time by which the project can be completed.
11. \_\_\_\_\_ can be perceived as enemies or allies by stakeholders depending on the outcomes of a project.
12. You can create a(n) \_\_\_\_\_ to group stakeholders based on their level of authority (power) and their level of concern (interest) for project outcomes.
13. Project managers should try to \_\_\_\_\_ the size of teams or sub teams to avoid making communications too complex.
14. While trying to assess commitment of project stakeholders, a(n) \_\_\_\_\_ meeting or a Web conference might be the most appropriate medium to use.
15. Watts S. Humphrey defines a(n) \_\_\_\_\_ as anything that must be changed before delivery of the program.
16. \_\_\_\_\_ is the ability of a product or service to perform as expected under normal conditions.
17. \_\_\_\_\_ costing considers the total cost of ownership, or development plus support costs, for a project.
18. \_\_\_\_\_ is a project performance measurement technique that integrates scope, time, and cost data.
19. \_\_\_\_\_ is a relation of harmony, conformity, accord, or affinity and is important for communication.
20. The \_\_\_\_\_ allocates work to responsible and performing organizations, teams, or individuals, depending on the desired level of detail.

### **Section 3: Choose One Correct Answer - [ 25 x 1 分 = 25 分]**

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1. Which organization provides certification as a Project Management Professional?
  - a) PMS
  - b) PMC
  - c) PMI
  - d) PMP
  
2. Which attribute best defines the role of leaders?

- a) They focus on short-term objectives.
- b) They work on achieving primarily tactical goals.
- c) They work solely toward day-to-day details of meeting specific tasks.
- d) They inspire people to reach goals.

3. A difference between strategic and tactical goals is:

- a) strategic goals are more specific than tactical goals.
- b) tactical goals encompass broader dimensions than strategic goals.
- c) tactical goals are more important for a project than strategic goals.
- d) strategic goals are long-term in nature whereas tactical goals are short-term.

4. Which of the following is true of the project life cycle?

- a) In the early phases of a project life cycle, resource needs are usually lowest.
- b) In the later phases of the project life cycle, the level of uncertainty is usually the highest.
- c) It is much more expensive to make major changes to a project during the earlier phases than the latter phases.
- d) More resources are usually needed during the initial phases of a project than during the middle or final phases.

5. Which statement best describes outsourcing?

- a) An organization selling its products in a market outside its domestic market
- b) An organization's acquisition of goods and services from an outside source
- c) An organization setting up manufacturing and retailing facilities in a new country
- d) An organization's use of virtual teams with employees located in different countries

6. 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.

7. What process involves identifying and controlling the functional and physical design characteristics of products and their support documentation, and ensures that the descriptions of the project's products are correct and complete?

- a) NPV analysis
- b) Project management information systems
- c) Configuration management
- d) Project time management

8. What document used to coordinate all project planning documents and help guide a project's execution and control?

- a) project management plan
- b) statement of work
- c) scope statement
- d) business case

9. Which task is at the lowest level of the WBS?

- a) variance
- b) objective
- c) deliverable
- d) work package

10. 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.

11. Which process involves developing a working replica of the system or some aspect of the system?

- a) Prototyping
- b) Variance
- c) Decomposition
- d) Use case modeling

12. Which network diagramming technique uses boxes to represent activities?

- a) PDM
- b) CPM
- c) ADM
- d) PERT

13. 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

14. Which dependencies do AOA network diagrams use?

- a) start-to-start
- b) finish-to-start
- c) finish-to-finish
- d) start-to-finish

15. 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

16. What is a rough order of magnitude estimate also referred to as?

- a) definitive
- b) budgetary
- c) final
- d) ballpark

17. A(n) \_\_\_\_\_ is a tool used to document, monitor, and track problems that need resolution.

- a) requirements traceability matrix
- b) Gantt chart
- c) power/interest grid

d) issue log

18. 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

19. 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

20. Which testing involves an independent test performed by end users prior to accepting the delivered system?

- a) integration
- b) unit
- c) user acceptance
- d) system

21. Which chart helps users identify the vital few contributors that account for most quality problems in a system?

- a) Gantt
- b) Pareto
- c) Control
- d) Tracking Gantt

22. What are the system's special characteristics that appeal to users?

- a) features
- b) outputs
- c) yields
- d) metrics

23. What type of estimate is a cost estimation tool that involves estimating individual work items or activities and summing them to get a project total?

- a) budgetary
- b) parametric

- c) bottom-up
- d) analogous

24. Which technique is used for resolving resource conflicts by delaying tasks?

- a) resource loading
- b) resource leveling
- c) resource allocation
- d) resource histogram

25. Which concept refers to matching certain behaviors of the other person?

- a) empathic listening
- b) rapport
- c) synergy
- d) mirroring

#### Section 4: Answer the following Questions [ 30 分]

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1. List 10 characteristics of organizational culture? [5 分]
2. What are the five categories of risk in Project management? [5 分]
3. What are the seven main processes involved in Project time management? [5 分]
4. List the 10 Project Management Knowledge Areas? [5 分]
5. What are the six main process involved in project integration management? [5 分]
6. Determine the critical path of a network diagram given below. [5 分]

