

# 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 (20 \* 1 = 20 分)

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] :

Section 1

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

Section 2

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
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Section 3

1.	2.	3.	4.	5.
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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).

## 1. Introduction to Project Management

1. True or False: PMI-based Project Management is a framework developed by the Project Management Institute (PMI) for effective project management. Answer: True
2. True or False: Best practice refers to a method or technique that has consistently shown superior results in project management. Answer: True
3. True or False: Charismatic leadership style focuses on the personal qualities and charm of the leader to inspire and motivate the team. Answer: True
4. True or False: DevOps is an approach that combines software development and IT operations to improve collaboration and delivery speed. Answer: True
5. Fill in the blank: \_\_\_\_\_ is a software tool used for managing and tracking projects, resources, and schedules. Answer: Enterprise project management software
6. True or False: Ethics refers to the principles and values that guide decision-making and behavior in project management. Answer: True
7. Fill in the blank: \_\_\_\_\_ is a visual representation of project tasks, durations, and dependencies. Answer: Gantt chart
8. True or False: Interactional leadership style involves open communication and collaboration between the leader and the team members. Answer: True
9. True or False: Laissez-faire leadership style involves minimal intervention from the leader, allowing the team to make decisions and solve problems independently. Answer: True
10. True or False: A product life cycle is the same as a project life cycle Answer: False
11. True or False: A megaproject refers to a large-scale project with high complexity, high investment, and significant impact. Answer: True
12. True or False: Organizational project management refers to the strategic alignment and integration of projects within an organization. Answer: True
13. True or False: A portfolio consists of multiple programs, projects, or other work that are managed together to achieve strategic objectives. Answer: True
14. True or False: A process is a temporary endeavor undertaken to create a unique product, service, or result. Answer: False
15. Fill in the blank: \_\_\_\_\_ is a professional certification offered by the Project Management Institute (PMI) for experienced project managers. Answer: Project Management Professional (PMP®)
16. Fill in the blank: \_\_\_\_\_ is a collection of processes, techniques, and knowledge areas that are essential for effective project management. Answer: Project management knowledge areas
17. Fill in the blank: \_\_\_\_\_ is a centralized unit within an organization that provides guidance, support, and standards for project management. Answer: Project Management Office (PMO)
18. Fill in the blank: \_\_\_\_\_ refers to the software tools and technologies used for planning, executing, and monitoring project activities. Answer: Project management tools and techniques
19. True or False: A project manager is responsible for planning, executing, and closing projects to achieve specific objectives. Answer: True
20. Fill in the blank: \_\_\_\_\_ is the process of managing multiple projects and their associated risks and opportunities. Answer: Project portfolio management or portfolio management
21. Fill in the blank: \_\_\_\_\_ is an individual or group that provides resources, support, and advocacy for a project. Answer: Project sponsor
22. Fill in the blank: \_\_\_\_\_ is a leadership style that emphasizes serving the needs of team members and enabling their growth and development. Answer: Servant leader
23. Fill in the blank: \_\_\_\_\_ refers to individuals or groups who have an interest in or are affected by a project. Answer: Stakeholders
24. Fill in the blank: \_\_\_\_\_ refers to the relationships and interactions between the project manager and project stakeholders. Answer: Transactional
25. True or False: Projects involve little uncertainty. Answer: False
26. Fill in the blank: \_\_\_\_\_ refers to the three interrelated constraints of project management: time, cost, and scope. Answer: Triple constraint
27. True or False: Project managers work with the project sponsors to define success for particular projects. Answer: True
28. Fill in the blank: Project portfolio management addresses \_\_\_\_\_ goals of an organization, while project management addresses \_\_\_\_\_ goals. Answer: strategic, tactical
29. Several application development projects done for the same functional group might best be managed as part of a \_\_\_\_\_. Answer: Program
30. \_\_\_\_\_ is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Answer: Project management
31. A \_\_\_\_\_ is a document that formally recognizes the existence of a project and provides direction on the project's objectives and management. Answer: project charter

## 2. The Project Management and Information Technology Context

1. True or False: Projects are often initiated with the completion of a business case.

Answer: True

2. True or False: Agile is an iterative and flexible project management methodology that focuses on adaptability and collaboration.

Answer: True

3. Fill in the blank: A project \_\_\_\_\_ is a tangible outcome or result that is produced at the completion of a project.

Answer: deliverable

4. True or False: An executive steering committee provides high-level oversight and guidance for a project.

Answer: True

5. Fill in the blank: A \_\_\_\_\_ organizational structure groups employees based on their functional areas or departments.

Answer: functional

6. Fill in the blank: \_\_\_\_\_ refers to the governance and control of IT resources and processes within an organization.

Answer: IT governance

7. True or False: Kanban is a visual project management framework that focuses on the flow of work and limiting work in progress.

Answer: True

8. True or False: Developing the project management plan is not part of project integration management.

Answer: False

9. Fill in the blank: \_\_\_\_\_ is a structured review process conducted at the end of each project phase to evaluate its progress and outcomes.

Answer: phase gate review

10. True or False: Politics and organizational dynamics can influence project decision-making and outcomes.

Answer: True

11. True or False: In the United Kingdom, the PMBOK Guide methodology defines 45 separate subprocesses and organizes them into eight process groups.

Answer: False

12. Fill in the blank: The product life cycle encompasses the stages from product development to market introduction, growth, maturity, and decline.

Answer: product life cycle

13. Fill in the blank: The project life cycle consists of the phases a project goes through from initiation to closure.

Answer: project life cycle

14. Fill in the blank: \_\_\_\_\_ refers to the organizational structure that defines the reporting relationships and hierarchy within a project.

Answer: Project organizational structure

15. True or False: Scrum is an agile framework that follows an iterative and incremental approach to project management.

Answer: True

16. Fill in the blank: The \_\_\_\_\_ frame of organizational analysis focuses on formal structures, roles, and responsibilities within an organization.

Answer: structural frame

17. Fill in the blank: The \_\_\_\_\_ frame of organizational analysis emphasizes the symbols, culture, and meaning associated with an organization.

Answer: symbolic frame

18. Fill in the blank: Systems analysis is the process of examining and defining the requirements and functionalities of a system.

Answer: systems analysis

19. True or False: Agile is an example of an adaptive life cycle model

Answer: True

20. Fill in the blank: \_\_\_\_\_ is the process of developing and maintaining information systems within an organization.

Answer: systems development life cycle (SDLC)

21. Fill in the blank: \_\_\_\_\_ refers to the planning, organizing, and controlling of systems and processes within an organization.

Answer: systems management

22. Fill in the blank: \_\_\_\_\_ is a philosophical and analytical approach that considers the interrelationships and interactions within a system.

Answer: systems thinking

23. Fill in the blank: A virtual team is a group of individuals who collaborate remotely across geographical locations.

Answer: virtual team

24. True or False: Developing the project management plan is not part of project integration management.

Answer: False

25. True or False: Information is not part of the three-sphere model for systems management.

Answer: True

26. Fill in the blank: \_\_\_\_\_ describes a framework of the phases involved in developing information systems.

Answer: Systems development life cycle

27. \_\_\_\_\_ is the leading agile development method. Answer: Scrum

28. The nature of IT projects is different from the nature of projects in many other industries because they are very \_\_\_\_\_. Answer: Diverse

29. Many people use \_\_\_\_\_ to have a standard format for preparing various project management documents.

Answer :Methodologies

Keywords commonly associated with Scrum include:

1. Sprint: A time-boxed iteration in Scrum where the development team works on delivering a potentially shippable product increment.
2. Product Owner: The role responsible for defining and prioritizing the product backlog, representing the customer or stakeholder interests, and ensuring value delivery.
3. Scrum Master: The role responsible for facilitating Scrum events, removing impediments, and ensuring the Scrum framework is followed.
4. Product Backlog: A prioritized list of user stories, features, or requirements that represent the work to be done on a product.
5. User Story: A brief, high-level description of a desired functionality or feature from the perspective of a user or customer.
6. Sprint Planning: A meeting where the Scrum team plans the work to be done in the upcoming sprint.
7. Daily Stand-up: A short daily meeting where team members provide updates on their progress, discuss any obstacles, and synchronize their efforts.
8. Sprint Review: A meeting at the end of each sprint where the team demonstrates the completed work to stakeholders and receives feedback.
9. Sprint Retrospective: A meeting at the end of each sprint where the team reflects on their performance, identifies areas for improvement, and plans adjustments for the next sprint.
10. Definition of Done: The agreed-upon set of criteria that must be met for a user story or task to be considered complete.
11. Burndown Chart: A visual representation of the remaining work versus time during a sprint, helping the team track their progress.
12. Velocity: The measure of the amount of work a Scrum team can complete in a sprint, often used for planning and forecasting.
13. Scrum Board: A visual board that provides a snapshot of the current sprint's tasks and their progress, typically divided into "To Do," "In Progress," and "Done" columns.
14. Retrospective Actions: Action items or improvements identified during the sprint retrospective that the team commits to implementing in future sprints.
15. Agile Manifesto: A set of guiding values and principles that underpin the Agile approach, emphasizing individuals and interactions, working software, customer collaboration, and responsiveness to change.

### 3. The Project Management Process Groups

1. True or False: PMI advocates for a standardized approach to project management through its Project Management Body of Knowledge (PMBOK) guide.  
Answer: True
2. True or False: Agile methods are commonly used in PMI-based project management.  
Answer: True
3. Fill in the blank: A \_\_\_\_\_ is a visual representation of the remaining work over time in Agile projects.  
Answer: burndown chart
4. True or False: Closing processes in project management involve finalizing all project activities and ensuring project deliverables are accepted.  
Answer: True
5. Fill in the blank: A \_\_\_\_\_ is a daily meeting in Agile where the team provides progress updates and plans the day's work.  
Answer: Daily Scrum
6. True or False: Executing processes in project management involve coordinating and implementing the project plan.  
Answer: True
7. True or False: Initiating processes in project management involve defining the project scope, objectives, and stakeholders.  
Answer: True
8. Fill in the blank: A \_\_\_\_\_ is a meeting held at the beginning of a project to formally initiate it and align stakeholders.  
Answer: kick-off meeting
9. True or False: Methodology refers to a systematic approach or framework used in project management.  
Answer: True
10. True or False: Monitoring and controlling processes in project management involve tracking project performance and making necessary adjustments.  
Answer: True
11. True or False: Planning processes in project management involve defining project objectives, developing a project plan, and identifying required resources.  
Answer: True
12. Fill in the blank: \_\_\_\_\_ is a project management framework that provides guidance on project governance and management.  
Answer: Projects IN Controlled Environments (PRINCE2)
13. True or False: ScrumMaster is a role in Agile projects responsible for facilitating the Scrum process and removing obstacles.  
Answer: True
14. Fill in the blank: A \_\_\_\_\_ is a prioritized list of user stories or features representing the work to be done in Agile projects.  
Answer: product backlog
15. True or False: The product owner is the role responsible for managing and prioritizing the product backlog in Agile projects.  
Answer: True
16. Fill in the blank: Sprint is a time-boxed iteration in Agile projects, typically lasting \_\_\_\_\_ weeks.  
Answer: 2-4
17. True or False: Sprint planning session involves the Scrum team determining which items from the product backlog will be completed in the upcoming sprint.  
Answer: True
18. True or False: Sprint retrospectives are meetings held at the end of each sprint to reflect on the team's performance and identify improvements.  
Answer: True
19. True or False: Stakeholder register is a document that identifies and provides information about project stakeholders.  
Answer: True
20. True or False: User stories are a technique used in Agile projects to describe product requirements from an end-user perspective.  
Answer: True
21. True or False: Configuration management ensures that the descriptions of the project's products are correct and complete.  
Answer: True
22. Which of the following items is not normally included in a project charter? Gantt chart

## 5. Project Scope Management

1. True or False: Project Scope Management is a knowledge area defined by the Project Management Institute (PMI).

Answer: True

2. True or False: The Project Scope Management knowledge area involves defining, managing, and controlling the project scope.

Answer: True

3. True or False: The project scope statement is developed during the Develop Project Charter process.

Answer: False

4. True or False: Scope validation is the process of formally accepting the completed project deliverables.

Answer: True

5. True or False: Scope creep refers to the uncontrolled expansion of project scope without proper evaluation and approval.

Answer: True

6. True or False: Decomposition is a technique used to break down the project scope into smaller, more manageable components.

Answer: True

7. True or False: Scope creep refers to the uncontrolled expansion of project scope without proper evaluation and approval. Answer: True

8. True or False: The work breakdown structure (WBS) is a hierarchical breakdown of the project deliverables, activities, and tasks. Answer: True

9. True or False: The WBS dictionary provides detailed information about each component in the WBS.

Answer: True

10. True or False: The variance analysis is a technique used to compare project performance against the project management plan. Answer: True

11. The \_\_\_\_\_ is a document that describes the project's goals, objectives, deliverables, and constraints.

Answer: Project Scope Statement

12. The \_\_\_\_\_ is a baseline that represents the approved project scope, schedule, and cost.

Answer: Scope Baseline

13. \_\_\_\_\_ is a technique used to gather requirements through facilitated workshops with stakeholders.

Answer: Joint Application Design (JAD)

14. The \_\_\_\_\_ is a document that outlines how requirements will be managed throughout the project.

Answer: Requirements Management Plan

15. \_\_\_\_\_ is the process of ensuring that the project scope is completed as planned and meets the defined requirements. Answer: Scope Validation

16. True or False: Benchmarking is a technique used to compare project scope against industry best practices.

Answer: True

17. True or False: The bottom-up approach is a technique used to estimate project scope based on detailed task-level analysis.

Answer: True

18. \_\_\_\_\_ is a technique used to identify and document relationships between project requirements.

Answer: Requirements Traceability Matrix (RTM)

19. True or False: Prototyping is a technique used to develop a working model of a product or system to validate requirements.

Answer: True

20. \_\_\_\_\_ is an approach that involves estimating project scope based on expert judgment and high-level assumptions.

Answer: Top-down approach

21. True or False: For agile projects, requirements are contained in the backlog.

Answer: True

22. \_\_\_\_\_ refer(s) to all the work involved in creating the products of the project and the processes used to create them. Answer: Scope

23. Assume that you have a project with major categories called planning, analysis, design, and testing. What level of the WBS would these items fall under? Answer: Level-2

24. Which tool or technique for collecting requirements is often the most expensive and time consuming? Answer: Interviews

23. Scope \_\_\_\_\_ is often achieved by a customer inspection and then sign-off on key deliverables.

Answer: Validation

## 6. Project Schedule Management

1. If a project is halfway completed, its schedule performance index is 110 percent, and its cost performance index is 95 percent, how is it progressing?

Answer: It is ahead of schedule and over budget.

2. True or False: The project schedule baseline represents the approved project schedule, including start and finish dates for all activities.

Answer: True

3. True or False: The Critical Path Method (CPM) is a technique used to identify the longest sequence of dependent activities in a project.

Answer: True

4. True or False: Activity attributes provide additional information about each activity, such as predecessors, successors, and resource requirements.

Answer: True

5. What type of diagram shows planned and actual project schedule information?

Answer: A Tracking Gantt chart

6. True or False: Float, also known as slack, represents the amount of time an activity can be delayed without delaying the project completion.

Answer: True

7. True or False: The forward pass is a calculation performed in network analysis to determine early start and early finish dates for activities.

Answer: True

8. True or False: The backward pass is a calculation performed in network analysis to determine late start and late finish dates for activities.

Answer: True

9. True or False: A Gantt chart is a common tool for displaying project schedule information. A Gantt chart is a visual representation of project activities displayed against a timeline. Answer: True

10. True or False: The Arrow Diagramming Method (ADM) is a network diagramming technique that uses arrows to represent activities and nodes to represent milestones. Answer: False

11. The \_\_\_\_\_ is a technique used to compress the project schedule by reducing activity durations or adding resources.

Answer: Crashing

12. The \_\_\_\_\_ is the sequence of activities that determines the shortest duration to complete the project.

Answer: Critical Path

13. \_\_\_\_\_ type of diagram shows planned and actual project schedule information.

Answer: A Tracking Gantt chart

14. The \_\_\_\_\_ technique uses statistical analysis of past data to estimate activity durations.

Answer: Three-Point Estimate

15. True or False: The Theory of Constraints (TOC) is a management philosophy that focuses on identifying and managing project constraints to improve project performance. Answer: True

16. True or False: Fast tracking is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.

Answer: False

17. True or False: Fast tracking is a schedule compression technique that involves performing activities in parallel instead of sequentially. Answer: True

18. The \_\_\_\_\_ is a document that identifies all the activities required to complete the project. Answer: Activity List

19. True or False: Multitasking is a practice that helps improve project schedule by allowing resources to work on multiple activities simultaneously. Answer: False

20. The \_\_\_\_\_ is a visual representation of project activities, their dependencies, and their durations.

Answer: Network Diagram

21. \_\_\_\_\_ is a network diagramming technique used to predict total project duration. Answer: Critical path method

22. \_\_\_\_\_ is a method of scheduling that considers limited resources when creating a project schedule and includes buffers to protect the project completion date. Answer: Critical chain scheduling

## 7. Project Cost Management

1. True or False: It is the main objective of project cost management to complete a project at the lowest possible cost.

Answer: False

2. True or False: The cost baseline represents the approved project budget, including planned expenditures over time.

Answer: True

3. True or False: Earned Value Management (EVM) is a technique used to measure project performance by comparing planned value, earned value, and actual cost. Answer: True

4. True or False: Actual cost (AC) represents the total cost incurred for the work performed on the project.

Answer: True

5. True or False: A rough order of magnitude (ROM) estimate is a high-level estimation technique used during the early stages of a project. Answer: True

6. True or False: Direct costs are expenses directly attributed to a specific project activity or work package.

Answer: True

7. True or False: Indirect costs are expenses that cannot be directly attributed to a specific project activity but are necessary for project execution. Answer: True

8. True or False: The cost variance (CV) is a measure of cost performance and is calculated by subtracting the actual cost from the earned value.

Answer: True

9. True or False: The schedule variance (SV) is a measure of schedule performance and is calculated by subtracting the earned value from the planned value. Answer: True

10. True or False: Life cycle costing is a project performance measurement technique that integrates scope, time, and cost data. Answer: False

11. The \_\_\_\_\_ is the original approved budget for the project. Answer: Budget at Completion (BAC)

12. The \_\_\_\_\_ is an estimation technique that uses historical data and expert judgment to determine project costs.

Answer: Analogous Estimates

13. \_\_\_\_\_ are unforeseen events or circumstances that may impact project costs and are included in the budget as a contingency. Answer: Contingency Reserves

14. The \_\_\_\_\_ is a technique used to estimate project costs by analyzing the cash inflows and outflows over time.

Answer: Cash Flow Analysis

15. True or False: Learning Curve Theory suggests that as the cumulative production of a product doubles, the unit cost decreases by a constant percentage. Answer: True

16. True or False: Management reserves are funds set aside to address unforeseen project costs that are outside the project team's control.

Answer: True

17. True or False: Parametric estimating is a technique that uses statistical relationships between historical data and project parameters to estimate costs.

Answer: True

18. The \_\_\_\_\_ is a measure of the cost efficiency of work performed on the project, calculated by dividing earned value by actual cost.

Answer: Cost Performance Index (CPI)

19. True or False: Intangible costs or benefits are costs or benefits that are difficult to quantify or measure in monetary terms.

Answer: True

20. The \_\_\_\_\_ is a technique that uses three estimates (optimistic, most likely, pessimistic) to calculate the expected duration or cost of an activity.

Answer: Three-Point Estimate

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

Answer: Earned value management

22. \_\_\_\_\_ reserves allow for future situations that are unpredictable. Answer: Management



## 9. Project Resource Management

1. True or False: Project Resource Management is a knowledge area in project management that focuses on effectively and efficiently utilizing resources to achieve project objectives.

Answer: True

2. True or False: Coercive power is a type of power based on the ability to punish or control others. Answer: True

3. True or False: Collaborating mode is a conflict resolution approach where both parties work together to find a mutually beneficial solution.

Answer: True

4. True or False: Compromise mode is a conflict resolution approach where both parties give up something to reach a middle ground. Answer: True

5. Fill in the blank: \_\_\_\_\_ is a conflict resolution approach where parties openly address their differences and work towards a solution. Answer: Confrontation mode

6. Fill in the blank: \_\_\_\_\_ are individuals who assist the project manager in various aspects of project management.

Answer: Deputy project managers

7. Fill in the blank: \_\_\_\_\_ is the ability to understand and manage one's emotions and effectively interact with others.

Answer: Emotional intelligence

8. Fill in the blank: \_\_\_\_\_ is a listening technique where the listener seeks to understand and empathize with the speaker's perspective. Answer: Empathic listening

9. Fill in the blank: Project team members are acquired, and their duration is defined by the human resource management plan's \_\_\_\_\_ component. Answer: Staffing management plan.

10. Fill in the blank: \_\_\_\_\_ is a motivation that comes from external rewards or incentives.

Answer: Extrinsic motivation

11. Fill in the blank: \_\_\_\_\_ is a conflict resolution approach where one party imposes their viewpoint and decisions on others. Answer: Forcing mode

12. Fill in the blank: \_\_\_\_\_ is a phenomenon where group members prioritize harmony and consensus over critical thinking and alternative viewpoints.

Answer: Groupthink

13. Fill in the blank: \_\_\_\_\_ is a theory that suggests individuals have different levels of needs that influence their behavior.

Answer: Hierarchy of needs

14. Fill in the blank: \_\_\_\_\_ is a motivation that comes from internal factors such as personal fulfillment and satisfaction.

Answer: Intrinsic motivation

15. Fill in the blank: \_\_\_\_\_ is a type of power based on others' identification and admiration of the individual.

Answer: Referent power

16. Fill in the blank: \_\_\_\_\_ is a hierarchical structure that breaks down an organization's resources and responsibilities.

Answer: Organizational breakdown structure (OBS)

17. Fill in the blank: \_\_\_\_\_ is a technique for visualizing and analyzing resource utilization over time.

Answer: Resource histogram

18. What are the five stages in Tuckman's model of team development, in chronological order?

Answer: Forming, storming, norming, performing, and adjourning

19. Fill in the blank: A \_\_\_\_\_ maps the work of a project, as described in the WBS, to the people responsible for performing the work. Answer: Responsibility assignment matrix (RAM)

20. Fill in the blank: \_\_\_\_\_ is a technique for identifying and assigning roles and responsibilities to project team members.

Answer: RACI charts

21. Fill in the blank: \_\_\_\_\_ refers to the mutual understanding, trust, and rapport among project team members.

Answer: Rapport

22. Fill in the blank: \_\_\_\_\_ is a power derived from an individual's position or role within an organization.

Answer: Legitimate power

23. Fill in the blank: \_\_\_\_\_ is a technique for allocating resources across different projects or subprojects.

Answer: Resource breakdown structure

24. Fill in the blank: \_\_\_\_\_ is a model that describes the stages of team development: forming, storming, norming, and performing. Answer: Tuckman model

25. Fill in the blank: \_\_\_\_\_ is a conflict resolution approach where one or more parties withdraw from the conflict.

Answer: Withdrawal mode

## 10. Project Communications Management

1. True or False: Project Communication Management is a knowledge area defined by the Project Management Institute (PMI).

Answer: True

2. True or False: The Communication Management Plan is a document that outlines how project communications will be planned, executed, monitored, and controlled.

Answer: True

3. True or False: Compromise mode is a conflict resolution approach where both parties give up something to reach a middle ground.

Answer: True

4. True or False: Project archives refer to a centralized repository where project documents and records are stored for future reference.

Answer: True

5. True or False: A lessons-learned report is a document that captures insights, experiences, and knowledge gained from the project for future projects.

Answer: True

6. True or False: The wiki is a collaborative online platform that allows team members to create, edit, and share project-related information.

Answer: True

7. True or False: Google Docs is a web-based tool that enables real-time collaboration on documents, spreadsheets, and presentations.

Answer: True

8. True or False: Forecasts are predictions or estimates of future project performance based on current data and trends.

Answer: True

9. True or False: SharePoint portal is a web-based platform that facilitates document management, team collaboration, and information sharing.

Answer: True

10. True or False: Blogs can be used as a communication tool to share project updates, insights, and engage with stakeholders.

Answer: True

11. The \_\_\_\_\_ is a document that outlines the communication objectives, stakeholders, communication methods, and frequency of project communications.

Answer: Communications Management Plan

12. In face-to-face interactions, how is most information conveyed?

Answer: By body language

13. True or False: The Communication Management Plan should be created at the beginning of the project and updated throughout the project lifecycle.

Answer: True

14. True or False: Project communication should be tailored to the needs and preferences of different stakeholders.

Answer: True

15. True or False: Effective communication is crucial for project success as it helps in aligning expectations, managing risks, and building strong relationships.

Answer: True

16. True or False: The communication methods and channels selected should be appropriate for the message, audience, and purpose of the communication.

Answer: True

17. True or False: Project communication should be a one-way flow of information from the project team to stakeholders.

Answer: False

18. True or False: Regular team meetings and project team collaboration tools are essential for effective communication within the project team.

Answer: True

19. True or False: Project communication should be proactive, timely, and transparent to keep stakeholders informed and engaged throughout the project.

Answer: True

20. \_\_\_\_\_ is a listening technique where the listener seeks to understand and empathize with the speaker's perspective.

Answer: Empathic listening

## 11. Project Risk Management

1. True or False: Project Risk Management is a knowledge area defined by the Project Management Institute (PMI).

Answer: True

2. True or False: Risk mitigation refers to taking actions to reduce the probability or impact of identified risks.

Answer: True

3. True or False: Contingency reserves are funds set aside to address unknown risks that may occur during the project.

Answer: True

4. True or False: The risk register is a document that captures information about identified risks, including their probability, impact, and risk response plans.

Answer: True

5. True or False: Brainstorming is a technique used to generate ideas and identify risks by engaging stakeholders in a collaborative discussion.

Answer: True

6. \_\_\_\_\_ is an uncertainty that can have a negative or positive effect on meeting project objectives

Answer: Risk

7. True or False: A decision tree is a visual representation that helps in evaluating different options and their potential outcomes based on probabilities.

Answer: True

8. True or False: The Expected Monetary Value (EMV) is a calculation used to assess risks by multiplying the probability of an event by its impact.

Answer: True

9. True or False: Risk tolerance refers to an organization's willingness to take on risks in pursuit of its objectives.

Answer: True

10. True or False: Watch list is a list of identified risks that are not yet assigned a risk response plan but are being monitored closely.

Answer: True

11. The \_\_\_\_\_ is a technique used to prioritize risks based on their probability and impact.

Answer: Probability/Impact Matrix or Chart

12. True or False: Risk transference involves shifting the responsibility for managing a risk to a third party, such as through insurance or outsourcing.

Answer: True

13. True or False: Sensitivity analysis is a technique that assesses the potential impact of changing input variables on project outcomes.

Answer: True

14. True or False: Secondary risks are risks that arise as a result of implementing risk response actions.

Answer: True

15. True or False: Risk owners are individuals or entities responsible for monitoring and managing specific risks throughout the project.

Answer: True

16. True or False: Workarounds are alternative strategies or actions taken to address risks that have occurred or are likely to occur.

Answer: True

17. A risk is a document that contains results of various risk management processes and is often displayed in a table or spreadsheet format.

Answer: Register

18. True or False: The risk management plan is a document that outlines how risk management activities will be conducted throughout the project.

Answer: True

19. True or False: Monte Carlo analysis is a simulation technique that uses random sampling to analyze the potential impact of risks on project outcomes.

Answer: True

20. True or False: Fallback plans are pre-defined strategies or actions that will be implemented if primary risk response plans are not effective.

Answer: True

## 12. Project Procurement Management

1. True or False: Project Procurement Management is a knowledge area in project management that deals with contracts and procurement activities with suppliers.

Answer: True

2. True or False: Bidding is a process that involves inviting potential suppliers to submit their price quotes and proposals.

Answer: True

3. True or False: Constructive change orders refer to beneficial modifications made to the contract to accommodate changes in project requirements.

Answer: True

4. True or False: A contract is a legally binding agreement that outlines the project's objectives, scope, cost, and other relevant terms.

Answer: True

5. Fill in the blank: \_\_\_\_\_ is a type of contract in which the buyer pays the supplier a predetermined percentage of the actual costs incurred.

Answer: Cost Plus Percentage of Costs (CPPC) Contract

6. Fill in the blank: \_\_\_\_\_ contracts are agreements that allow for the reimbursement of the supplier's actual costs, plus an additional fee or profit.

Answer: Cost-Reimbursable Contracts

7. Fill in the blank: \_\_\_\_\_ is a type of contract in which the buyer pays the supplier a fixed price for the products or services delivered.

Answer: Fixed-Price Contract

8. Fill in the blank: \_\_\_\_\_ is a type of contract where the buyer pays a predetermined amount for the entire project or deliverable.

Answer: Lump-Sum Contract

9. Fill in the blank: \_\_\_\_\_ is a decision-making process to determine whether a particular product or service should be made in-house or purchased from an external supplier.

Answer: Make-or-Buy Decision

10. Fill in the blank: \_\_\_\_\_ is the cost at which the seller assumes all costs, and beyond which the buyer bears all the costs.

Answer: Point of Total Assumption (PTA)

11. Fill in the blank: \_\_\_\_\_ is the process of acquiring goods, services, or results from external suppliers to meet project requirements.

Answer: Procurement

12. Fill in the blank: A \_\_\_\_\_ is a formal document that solicits proposals from potential suppliers.

Answer: Request for Proposal (RFP)

13. Fill in the blank: A \_\_\_\_\_ is a document that requests price quotes from potential suppliers.

Answer: Request for Quote (RFQ)

14. Fill in the blank: A \_\_\_\_\_ is a document that describes the work that needs to be performed by the supplier.

Answer: Statement of Work (SOW)

15. Fill in the blank: A \_\_\_\_\_ is a contract clause that defines the conditions under which the contract can be terminated.

Answer: Termination Clause

16. Fill in the blank: \_\_\_\_\_ contracts involve payment based on the actual time and materials used by the supplier.

Answer: Time and Material (T&M) Contracts

17. Fill in the blank: \_\_\_\_\_ is a pricing method in which the supplier provides a rate for each unit of a product or service.

Answer: Unit Pricing

18. Your organization hired a specialist in a certain field to provide training for a short period of time. Which reason for outsourcing would this example fall under?

Answer: Accessing skills and technologies

1. What is the PMBOK Guide, and what is its purpose?

- The PMBOK Guide, published by the Project Management Institute (PMI), is a globally recognized standard for project management. Its purpose is to provide a framework of best practices and knowledge areas essential for effective project management.

2. What are the 10 knowledge areas defined in the PMBOK Guide?

- The 10 knowledge areas defined in the PMBOK Guide are: Integration Management, Scope Management, Schedule Management, Cost Management, Quality Management, Resource Management, Communication Management, Risk Management, Procurement Management, and Stakeholder Management.

3. Explain the concept of a project charter and its importance in project management.

- A project charter is a document that formally authorizes a project and provides the project manager with the authority to allocate resources and make decisions. It defines the project's objectives, scope, stakeholders, and high-level requirements. The project charter serves as a reference point throughout the project, ensuring alignment with organizational goals and providing a basis for decision-making.

4. What is the purpose of the Change Control process in project management?

- The Change Control process is used to manage and control changes to the project's scope, schedule, and cost. It involves assessing change requests, determining their impact, and making informed decisions on whether to approve, reject, or defer the changes. The Change Control process ensures that changes are evaluated, documented, and implemented in a controlled manner, minimizing risks and maintaining project stability.

5. How does the Perform Integrated Change Control process contribute to effective project management?

- The Perform Integrated Change Control process is responsible for reviewing and approving or rejecting change requests. It ensures that changes align with the project's objectives and are integrated into the project's overall plans. By carefully evaluating changes, considering their impact on scope, schedule, cost, and other project constraints, this process helps maintain project focus, minimize disruptions, and improve overall project performance.

6. Explain the concept of the Work Breakdown Structure (WBS) and its role in project management.

- The Work Breakdown Structure (WBS) is a hierarchical decomposition of project deliverables and work into smaller, manageable components. It breaks down the project scope into smaller, more manageable tasks or work packages. The WBS serves as a foundation for planning, organizing, and controlling project activities, enabling better resource allocation, cost estimation, and progress tracking.

7. What is the purpose of the Risk Register in project management?

- The Risk Register is a document that identifies and tracks potential risks throughout the project lifecycle. It includes information about identified risks, their potential impact, probability, and planned response strategies. The Risk Register helps project managers proactively manage risks by facilitating risk analysis, response planning, and monitoring, thereby reducing uncertainties and improving project outcomes.

8. How does effective stakeholder management contribute to project success?

- Effective stakeholder management involves identifying, analyzing, and engaging stakeholders throughout the project. It ensures that stakeholders' interests, expectations, and concerns are understood and addressed. By actively involving stakeholders, managing their expectations, and maintaining open communication channels, project managers can gain support, resolve conflicts, and enhance collaboration, leading to increased project success.

9. What is the purpose of the Lessons Learned process in project management?

- The Lessons Learned process captures and documents knowledge gained from project experiences, both positive and negative. It involves reflecting on project performance, identifying successes and challenges, and documenting valuable insights and recommendations for future projects. The Lessons Learned process promotes continuous improvement, fosters organizational learning, and helps avoid repeating past mistakes.

10. How does effective communication management contribute to project success?

- Effective communication management ensures that project information is shared, understood, and acted upon by the appropriate stakeholders. It facilitates collaboration, alignment, and timely decision-making. By establishing clear communication channels, fostering an open and transparent environment, and utilizing appropriate communication methods, project managers can enhance team performance, mitigate risks, and ultimately contribute to project success.

11. Construct WBS for Library management system (scrum based)

12. For the following table of information,

1. Draw the network diagram
2. List the network paths
3. Determine the critical path(s)
4. Determine the float for each activity

Activity	Duration	Dependency	Float
Start	0 days	-	
A	5 days	Start	
B	2 days	Start	
C	3 days	A, B	
D	5 days	Start	
E	6 days	Start	
F	4 days	D, E	
G	2 days	C, F	
H	5 days	G	
I	7 days	G	
J	3 days	H	
Finish	0 days	I, J	

Early Start	Duration	Early Finish
Task Name		
Late Start	Slack	Late Finish