UNIVERSITY OF COLOMBO, SRI LANKA

UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING

DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY (EXTERNAL)

*Academic Year **2017** – 2nd Year Examination – Semester 4*

IT4205 – IT Project Management

***Part 1** - Multiple Choice Question Paper*

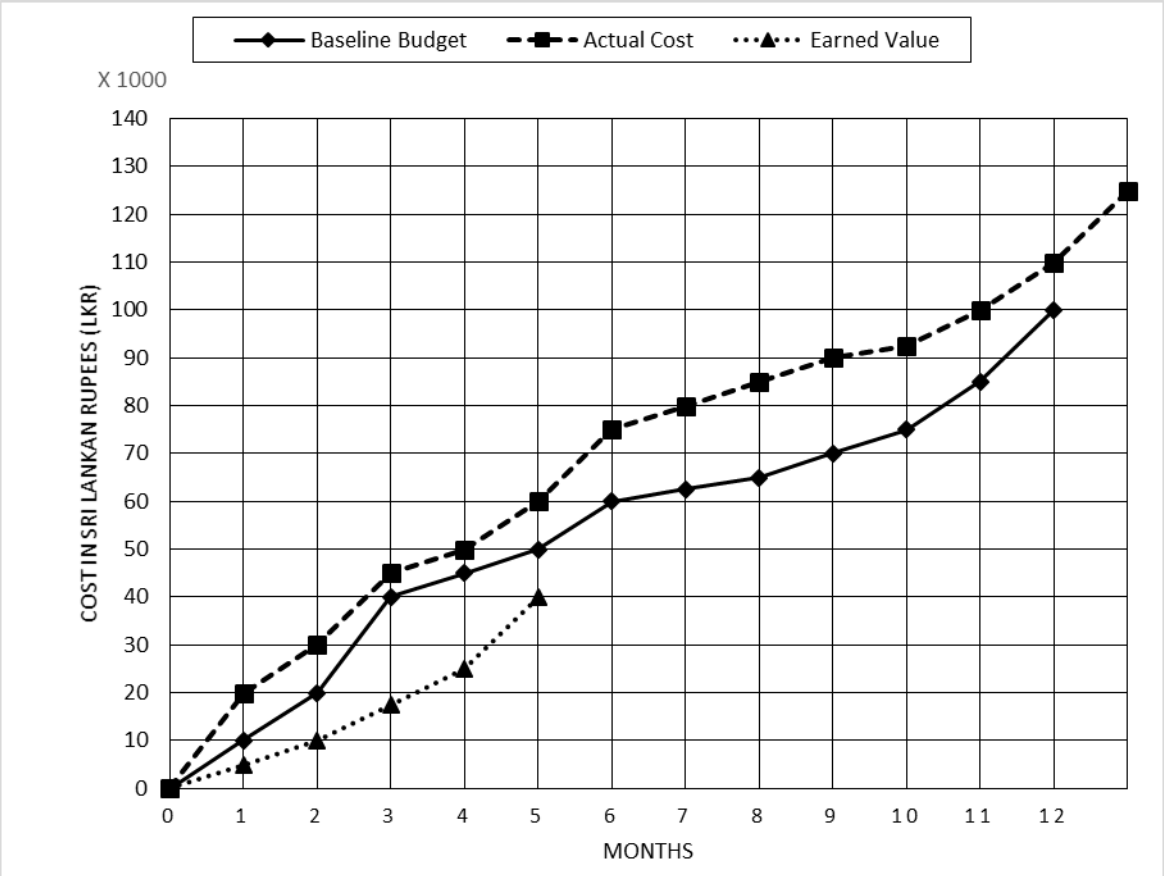
18th November, 2017

(ONE HOUR)

Important Instructions :

- The duration of the paper is **1 (one) hour**.
- The medium of instruction and questions is English.
- The paper has **30 questions** on **07 pages**.
- All questions are of the MCQ (Multiple Choice Questions) type.
- All questions should be answered.
- Each question will have 5 (five) choices with **one or more** correct answers.
- All questions will carry equal marks.
- There will be a penalty for incorrect responses to discourage guessing.
- The mark given for a question will vary from 0 (*All the incorrect choices are marked & no correct choices are marked*) to +1 (*All the correct choices are marked & no incorrect choices are marked*).
- Answers should be marked on the special answer sheet provided.
- Note that questions appear on both sides of the paper.
  If a page is not printed, please inform the supervisor immediately.
- Mark the correct choices on the question paper first and then transfer them to the given answer sheet which will be machine marked. **Please completely read and follow the instructions given on the other side of the answer sheet before you shade your correct choices.**

For questions 1 – 10, consider the following earned value tracking chart of a software project. The x-axis represents the months and the y-axis represents cost of the project in Sri Lankan Rupees (LKR) in thousands.



1) What is the total estimated budget for the project in LKR?

(a) 40,000	(b) 50,000	**(c) 100,000**
(d) 110,000	(e) 125,000	

2) At the end of month 5, what is the time variance of the project?

(a) 0 months	(b) + 1 month	(c) - 1 month
(d) + 2 months	**(e) – 2 months**	

3) At the end of month 5, what is the schedule variance of the project?

(a) + 2 months	(b) – 2 months	(c) 10,000 LKR
(d) – 10,000 LKR	(e) – 20, 000 LKR	

4) What is the cost variance of the project at the end of month 5?

(a) – 20,000 LKR	(b) – 10,000 LKR	(c) 0 LKR
(d) 10, 000 LKR	**(e) 20, 000 LKR**	

5) What is the budget variance of the project at the end of month 5?

(a) – 20,000 LKR	(b) **– 10,000 LKR**	(c) 0 LKR
(d) 10,000 LKR	(e) 20, 000 LKR	

6) What is the difference between the rates of performance of the project from month 2 to month 5?

(a) **30 %**	(b) 50%	(c) 60%
(d) 70%	(e) 80%	

7) Based on the data available at month 5, how many more months would be required to complete the project in addition to the original estimate?

(a) 1 month	(b) 2 months	(c) 3 months
(d) 4 months	**(e) 5 months**	

8) If it is known that this project completes in 10 months, what would be the overall schedule performance of the project?

(a) 0.8	(b) 1.0	(c) **1.2**
(d) 1.4	(e) 2.0	

9) What is the overall cost performance index of the project?

(a) 0.5	**(b) 0.8**	(c) 1.0
(d) 1.25	(e) 1.50	

10) What is/are true about the above project?

(a) The project has recovered 25,000 LKR from the estimate at completion.

(b) When compared with month 2, project has recovered its schedule by month 5.

(c) When compared with month 2, project has increased its cost performance by one third by month 5.

(d) According to the forecast at month 2, project overruns 24 months.

(e) In general this project is an under budget and behind schedule project.

11) Which of the following statements is/are true regarding the methods of assigning an earned value?

(a) The 0/100 technique assigns a value of zero to a task until such time the task is completed. Then it is given a value of 100% of the budgeted value.
(b) The 50/50 technique assigns 50% of the value as soon as the task is started and the remaining 50% is given at the completion of the task.
(c) The 75/25 technique assigns 25% of the value as soon as the task is started and then the remaining 75% is given in three 25% increments.
(d) The milestone technique assigns the full value of the budget on achieving the milestone.
(e) It is regarded that the 50/50 technique provides the project manager with a false sense of security by over valuing the reporting of activity starts.

12) Which of the following options represents tools and techniques used in quality control?

(a) Cause and effect diagrams, control charts, exceptions matrix
(b) Pareto analysis, histograms, box-whisker diagrams
(c) **Run chart, Pareto analysis, flow charts**
(d) Scatter plots, run charts, risk registers
(e) **Control charts, histograms, flow charts**

13) Which of the following statements are accurate about histograms and Pareto charts?

(a) Both histograms and Pareto charts represent continuous data.
(b) **Pareto chart is a fancy name for a histogram ordered by the highest frequency with cumulative statistics.**
(c) Pareto chats provide an overview of the quality of the system.
(d) **Pareto charts enable a project manager to identify and prioritize problem areas.**
(e) For any project, variables used in histograms and Pareto charts must be the same.

14) Which of the following is/are true about Ishikawa diagrams?

(a) They trace complaints regarding quality back to the responsible production operations.
(b) They represent a graphical display of data that illustrate the results of a process over time.
(c) These diagrams enable one to find the root cause of a problem by peeling away at layers of symptoms.
(d) Each depicts a relationship between two variables.
(e) They are also known as fishbone diagrams.

15) Which of the following are a part of SMART criteria?

(a) Specific	(b) Special	**(c) Measurable**
(d) Maintenance	(e) Actionable	

16) Which of the following represent best practices when using project milestones?

(a) Carefully monitor the critical path.
(b) Each milestone must be either complete or incomplete.
(c) All-encompassing milestones are not a requirement when designing milestones.
(d) Milestones must be kept small and frequent.
(e) Milestones must be defined early in the project and should be included in a Gantt chart to provide a visual guide.

17) A white diamond symbol on a tracking Gantt chart represents a

(a) baseline date.	(b) critical path.	(c) slack.
(d) scheduled task.	**(e) slipped milestone.**	

18) Which of the following are accurate about free slack?

(a) It represents the earliest possible date that an activity can start.
(b) It is the amount of time an activity can be delayed from its earliest start without delaying the planned project finish date.
(c) It means the same thing as free float.
(d) It represents the latest possible date an activity can start without affecting the finish date.
(e) It is the amount of time that an activity can be delayed without delaying the earliest start date of any immediately following activities.

19) Which techniques are used to shorten a project schedule using the critical path?

(a) Theory of Constraints	**(b) Crashing**	(c) Pareto charts
(d) Fast tracking	(e) Activity on arrow diagrams	

20) Parkinson's Law states

(a) that if something can go wrong it will.
(b) that if additional time is added developers will get complacent.
(c) **that work expands to fill the time allowed.**
(d) that preserving the critical chain in delays will enable timely delivery.
(e) that more resources will not mean a higher throughput.

21) Which of the following is true regarding task dependencies between tasks A (first) and B (second)?

(a) Finish-to-start dependency means that B cannot start until A finishes.
(b) Start-to-start dependency means that B and A start at the same time.
(c) Start-to-start dependency means B cannot start until A starts.
(d) Start-to-finish dependency means B cannot finish until A finishes.
(e) Start-to-finish dependency means B cannot finish until A starts.

22) What are the factors that are included in the three-point estimate?

(a) Baseline estimate	**(b) Optimistic estimate**	(c) Earned estimate
(d) Most likely estimate	**(e) Pessimistic estimate**	

23) Which of the following are a part of the five phases of the six sigma principles for quality control?

(a) Maintenance	**(b) Measure**	**(c) Analyze**
(d) Control	**(e) Improve**	

24) Which of the following represent points for *management* as mentioned by Deming?

(a) adopt a well versed philosophy
(b) institute training on the job
(c) drive out fear
(d) breakdown barriers between staff areas
(e) consistency is not very important in the processes

25) Many organizations are turning to outsourcing to

(a) allow the client organizations to focus on their core businesses.
(b) facilitate more access to skills and technologies.
(c) reduce both fixed and recurrent costs.
(d) increase accountability.
(e) provide flexibility.

26) Which of the following statements are accurate about cost-reimbursable contracts?

(a) In a cost plus incentive fee contract, the buyer pays the supplier for allowable performance costs along with a predetermined fee and an incentive bonus.
(b) In a cost plus fixed fee contract, the buyer pays the supplier for allowable performance costs only.
(c) In a cost plus award fee contract, the buyer pays the supplier for allowable performance costs only.
(d) In a cost plus percentage of costs contract, the buyer pays the supplier for allowable performance costs along with a predetermined percentage based on total costs.
(e) In a time and material contract, any combination of cost-reimbursable contract will apply.

27) What are the main processes in project procurement management?

(a) planning procurement	**(b) conducting procurement**	**(c) administering procurement**
(d) testing procurement	**(e) closing procurement**	

28) What are potential risks associated with in knowledge areas of *integration, scope* and *time* respectively?

(a) inadequate planning, incomplete definition, inadequate productivity
(b) substandard workmanship, estimating errors, absence of leadership
(c) poor resource allocation, poor definition of work packages, early release of competitive products
(d) poor allocation management of float, poor project organization, lack of post-project review
(e) poor integration management, poor definition of scope, inadequate contingency

29) Which of the following represent(s) basic risk response strategies for negative risks?

(a) risk exploitation
(b) risk sharing
(c) risk seeking
(d) risk transference
(e) risk acceptance

30) Which of the following represent(s) basic risk response strategies for positive risks?

(a) risk enhancement
(b) risk neutral
(c) risk aversion
(d) risk avoidance
(e) risk exploitation

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