* A project is

Select one:

1. A process that results in a product
2. An iterative process that addresses a set of requirements
3. A sequence of activities aiming to meet an objective **CORECT**
4. A finite timed effort aiming to create an unique result

* Operational work

Select one:

* 1. Is repetitive **CORECT**
  2. Is time-bound
  3. Is not planned, executed and controlled
  4. is not constrained by limited [resources](https://moodle.cs.utcluj.ro/mod/folder/view.php?id=19893)
* Projects are successful if they

Select one:

1. are delivered on time
2. do not spend more than the agreed budget
3. provide the required features at the agreed quality level
4. all of the above  **CORECT**
5. none of the above

* To be able to successfully manage a project, one needs adequate

Select one or more:

1. timing  **CORECT**
2. funding **CORECT**
3. staff  **CORECT**
4. requirements **CORECT**

* To be a good Project Manager you need to have

Select one:

1. interpersonnal communication skills
2. technical skills
3. general management (i.e. financial, sales, procurement) skills
4. application domain knowledge
5. all of the above  **CORECT**
6. none of the above

* Which of the following is true?

Select one:

* 1. A general process can be applied to just one project
  2. A general process can be applied to several projects
  3. Each project needs a specific process  **CORECT**
  4. Several projects can use the same specific process
  5. None of the above
* Agile and plan-driven methodologies are different because Select one or more:

a. You plan for a longer time span of the project in the plan-driven approach than in the agile one **CORECT**

b. It takes more time to plan in the plan-driven approach than in the agile approach

c. Risks and change are not managed in the plan-driven approach

d. Less formal communication is used in the agile approach **CORECT**

e. Iterations are used only in the agile approach

* Companies with immature processes Select one:

a. may have processes that are completely different/unrelated

b. may have no processes

c. may have processes that are not enforced

d. may have unpredictable outcomes

e. all of the above **CORECT**

f. none of the above

* Which of the following is true? Select one or more:

a. We can have plan-driven and immature processes **CORECT**

b. We cannot have agile and mature processes

c. Only agile processes manage change

d. Only agile processes manage risks

e. Mature processes have predictable outcomes **CORECT**

* Companies with mature processes Select one:

a. Have a general process template

b. Enforce using processes

c. Collect measurements

d. Improve existing process models

e. All of the above **CORECT**

* In a projectized organization the project manager has Select one or more:

a. Low accountability

b. High control over the budget **CORECT**

c. Full-time involvement in the project **CORECT**

d. Low authority

* Which of the following statements is true Select one:

a. The project scope statement contains the acceptance criteria **CORECT**

b. In an agile approach communication is not planned

c. The project objectives need not to be specific

d. If an item is not included in the project scope, it will be not mentioned in the project scope statement

* In a functional organization the project manager has Select one or more:

a. Control over the budget

b. Part-time involvement in the project **CORECT**

c. Little to none authority **CORECT**

d. Access to the needed resources

* Which of the following are components of a problem statement Select one or more:

a. Proposed solution **CORECT**

b. Ideal status **CORECT**

c. Real status **CORECT**

d. Resources needed

e. Objectives

* Which of the following is true about Risk management Select one or more:

a. Is performed only in the planning phase

b. It involves identifying uncertainties **CORECT**

c. It is not necessary in safe or small projects

d. Agile methodologies do include risk management **CORECT**

* The Continuous Delivery Lean Lifecycle requires teams with mature DevOps practices Select one:

True **CORECT**

False

* Check all that applies regarding the Development Case  Select one or more:

a. Is an artifact defined in the context of the Rational Unified Process **CORECT**

b. Contains the specific process instance applied to a project **CORECT**

c. Includes references to templates defined at organizational level **CORECT**

d. May include references to guidelines defined by external organizations **CORECT**

e. None of the above

* Disciplined Agile Delivery  (check all that applies) Select one or more:

a. May cover different project lifecycles **CORECT**

b. Provides a toolkit for tailoring agile processes **CORECT**

c. Always applies an iterative model

d. Is not scalable

* The Lean Lifecycle flow is iterative Select one:

True

False **CORECT**

* The Continuous Delivery Agile LifeCycle is an extension of the  Basic Agile lifecycle covering also Release and Operation Select one:

True **CORECT**

False

* Process tailoring is about Select one:

a. deciding who does what in the project

b. deciding whether to use a plan-driven or agile approach

c. defining the specific process for a project starting from a generic process framework d. defining the organizational process template starting from a process framework **CORECT**

* The Exploratory Lifecycle is not suitable for high-risk projects Select one:
  + True
  + False **CORECT**
* The WBS provides just a guideline of what could be executed.  Select one:
  + True
  + False **CORECT**
* All the tasks in the WBS need to be executed in the project but there might be additional optional tasks (not in the WBS) that can be executed. Select one:

True

False **CORECT**

* The backlog is different from the WBS because Select one:
  + a. It is a hierarchical decomposition of work
  + b. It is updated as the project evolves
  + c. Is is prioritized
  + d. Not all the backlog items are planned at the same level of detail **CORECT**
* Not all the tasks in the WBS have to be executed in a project Select one:

True

False **CORECT**

* Which of the following are examples of scope creep? Select one or more:

a. Adding new features without managing their effects on the project (i.e. schedule, cost) **CORECT**

b. Managing change requests

c. Adding new deliverables without managing their effects on the project (i.e. schedule, cost) **CORECT**

d. Adding new tasks to the current iteration while removing some of the existing tasks

e. Adding new tasks to the current iteration without removing some of the existing tasks

* A WBS is a decomposition of work having the structure of a Select one:

a. Queue

b. Graph

c. Tree **CORECT**

d. Binary search tree

e. Stack

* Which of the following are components of a Project Scope statement? Select one or more:

a. WBS

b. Constraints **CORECT**

c. Deliverables **CORECT**

d. Acceptance Criteria **CORECT**

e. Change requests

* Which if the following is true about the slack? Select one or more:

a. Is the amount of time an activity can be delayed without affecting the depending activities **CORECT**

b. Is calculated as Late\_Finish – Early\_Finish **CORECT**

c. Is calculated as Late\_Finish – Late\_Start

d. Cannot be negative e. Is constant along the project

* The three most important objectives when scheduling are Select one or more:

a. Least cost **CORECT**

b. Least risk **CORECT**

c. Best time **CORECT**

d. Most effective use of resources

e. Least communication

* We can have these types of dependencies between activities: Select one or more:

a. Mandatory **CORECT**

b. External **CORECT**

c. Resource driven **CORECT**

d. Discretionary/optional **CORECT**

e. Temporal

* If the duration of the Critical Path of a project is 32 weeks then Select one or more:

a. The sum of the durations of all the activities in the project is 32 weeks

b. The project can be done in 32 weeks or more **CORECT**

c. The project can be done in less than 32 weeks

d. The shortest path in the network diagram has 32 weeks

e. The longest path in the network diagram has 32 weeks**CORECT**

* The simplified (linear) relation between effort, resources and duration is Select one:
  + a. Effort = Resources/Duration
  + b. Effort = Resources\*Duration **CORECT**
  + c. Effort = Resources+Duration
  + d. Resources = Effort \* Duration
  + e. None of the above
* Which of the following are frequent risk examples Select one:

a. Assumptions

b. Near-critical activities

c. Resource availability

d. Weak contracts with suppliers

e. All of the above **CORECT**

* Risk management is performed Select one or more:

a. At specific milestones to re-evaluate the risk management plan **CORECT**

b. Never, our plan is risk-proof.

c. Continuously during the lifecycle of the project to identify and respond to events **CORECT**

d. At the end of the project to review what happened

e. Only when the project is initiated to predict future events

* Agile methodologies do not need risk management Select one:

True

False **CORECT**

* Adding an experienced developer to the team for a critical task is an example of mitigation
* Risk management is built-into agile methodologies implicitly Select one:
  + True **CORECT**
  + False
* Which are good examples of weight values for Juval Lowy’s criticality risk model Select one or more:

a. 1,2,3,4 **CORECT**

b. 55,56,57,58

c. 13,21,34,55 **CORECT**

d. 10,10,10,10   
e. All of the above

* CPI never affects the Estimate at Completion Select one:

True

False **CORECT**

* The Schedule variance indicator compares Select one:

a. The Early start of work performed with Late start of work performed

b. The Actual cost of work performed with the Budgeted cost of work scheduled

c. The Late finish of the work scheduled with the Early finish of work scheduled

d. The Early start of work performed with Early start of work scheduled

e. The Budgeted Cost of work performed with the Budgeted cost of work scheduled **CORECT**

* Earned Value Analysis can be applied in agile methodologies.  Select one:

True **CORECT**

False

* A project can be in the following state Select one:

a. Ahead of schedule and over the budget

b. Behind schedule and under the budget

c. Behind schedule and over the budget

d. Ahead of schedule and under the budget

e. All of the above **CORECT**

* The Cost variance indicator compares Select one:

a. The Early start of work performed with Early start of work scheduled

b. The Actual cost of work performed with the Budgeted cost of work performed **CORECT**

c. The Budgeted Cost of work performed with the Budgeted cost of work scheduled

d. The Late finish of the work scheduled with the Early finish of work scheduled

e. The Budget at Completion with the Estimate at Completion

* In the Earned Value Analysis the following variables are defined: Select one or more:

a. BCWP (Budgeted Cost of Work Performed) **CORECT**

b. BCWS (Budgeted Cost of Work Scheduled) **CORECT**

c. BaC (Budget at Completion) **CORECT**

d. ACWP (Actual Cost of Work Performed) **CORECT**

e. ACWS (Actual Cost of Work Scheduled)

* The following are stages of the team development model Select one or more:

a. forming **CORECT**

b. negotiating

c. norming **CORECT**

d. fighting

e. performing **CORECT**

* If the students of a group disagree over the preferred exam date and the instructor decides the date is an example of Select one:

a. control

b. mediation

c. arbitration **CORECT**

d. elimination

e. acceptance

* A good manager Select one or more:

a. Stays in his office waiting for people to ask for advice

b. Stays in his office and should not be bothered

c. is proactive **CORECT**

d. Discusses only with the upper-management

e. Initiates discussions with all the stakeholders (including the team) **CORECT**

* The following is true about management and leadership Select one:

a. Management is about dealing with complexity while leadership deals with change

b. Management is about monitoring results while leadership about initiating change

c. Management is about solving technical problems while leadership about providing direction

d. Management is about planning while leadership is about motivating

e. All of the above **CORECT**

* To be trusted a PM needs to  Select one or more:

a. be competent **CORECT**

b. be tolerant

c. be friendly

d. be ethical **CORECT**

e. have character (want the right thing) **CORECT**

* SPI never affects the Estimate at Completion – TRUE
* The Estimate at Completion does depend on the Actual Cost – TRUE
* Earned Value Analysis can be applied in agile methodologies – TRUE
* Risk mitigation plans are not applied in agile practices – FALSE
* Risk identification should be performed during planning activities in agile practices – FALSE
* If a task is in the WBS, it has to be executed - TRUE