Total points: 71

Mid Term Examination Project Management BSCS Fall 2017

1. This form will be expired after 60 minutes
2. There are 55 MCQs with four options.
3. Once exam is submitted, it is non-editable.
4. Total Marks are 70.
   4.1:- 15 questions have 2 marks/points each, (Marks: 30)
   4.2:- 40 questions have 1 mark/point each. (Marks: 40)
5. Exam is closed book and closed neighbours. During the exam, your camera should remain on. Mic usage will be as per need.

****
"ZERO tolerance on CHEATING"
****

In CPM analysis, what is the formula to calculate Early Start (ES)? 3 points

- (●) Max (EF of predecessor activity)
- ( ) ES (Current activity) + Duration of current activity
- ( ) Min (LS of successor activity)
- ( ) LF (Current activity) – Duration of current activity

The difference between a project, program and portfolio is: 2 points

- ( ) A project is temporary endeavor with a beginning and an end, a program may include other non-project work, and portfolio is all the projects in given department or division.

A project is a lengthy endeavor with a beginning and an end, a program combines two or more unrelated projects, and a portfolio combines two or more programs.

A Project is a temporary endeavor with a beginning and an end, a program is a group of related projects and a portfolio is a group of projects and programs related to a specific strategic objective.

A project is a contracted endeavor with a beginning and end, a portfolio is a group of projects with more open-minded completion dates, and a program combines two or more portfolios

You are the project manager for Insomniacs International. Since you don't sleep much, you get a lot of project work done. You're considering recommending a project that costs $575,000, and expected inflows are $250,000 per year for the first 2 years, and then $75,000 per year thereafter. What is the payback period?

2 points

40 months

36 months

39 months

41 months

Your selection committee has determined they have the funds to apply resources to two projects. Project A will cost $164,000. Its expected inflows are $25,000 per quarter the first year and $32,000 per quarter thereafter. The IRR for Project A is 23 percent. Project B has a payback period of 19 months and its IRR is 36 percent. The selection committee has decided that company resources should be applied to the most valuable project first. How should the projects be prioritized?

2 points

Project B should be first because its IRR is higher than Project A's.

Project B should be first because its payback period is shorter than Project A's.

Project A should be first because its IRR value is lower than Project B's.

Project A should be first because its payback period is shorter than Project B's.

You are the project manager for the GMT Bakers chain, with stores in 12 Cities. GMT is considering opening a new branch in Karachi City or Sahiwal. You have derived the following information:Project Karachi City: The payback period is 27 months, and the IRR is 35 percent.Project Sahiwal: The payback period is 25 months, and the IRR is 32 percent.Which project should you recommend to the selection committee?

2 points

Project Sahiwal because the payback period is shortest

- [x] Project Karachi City because the IRR is highest
- [ ] Project Sahiwal because the IRR is lowest
- [ ] Project Karachi City because the payback period is longest

You are a new project manager that is replacing a previous project manager. You want to know more about the scope baseline of the project. Which three documents will be most useful to you? 2 points

- [ ] Project Management Plan, Scope Management Plan, WBS
- [ ] Scope Management Plan, WBS, WBS Dictionary
- [x] Project scope statement, WBS, WBS Dictionary
- [ ] Project scope statement, Scope Management Plan, WBS

Activities A, B, and C are the immediate predecessors for Y activity. If the earliest finishing time for the three activities are 12, 15, and 10, then what will be the earliest starting time for Y? 2 points

- [ ] 10
- [x] 15
- [ ] 12
- [ ] Cannot be determined

In CPM Analysis, assume that activity F has the following times:Early start time (ES) = 7 days Early finish time (EF) = 13 days Late start time (LS) = 15 days Late finish time (LF) = 21 daysWhich of the following statements is true about activity F? 2 points

- [ ] Activity F takes 9 days to complete
- [x] Activity F has a slack time of 8 days.
- [ ] Activity F is on the critical path.
- [ ] Activity F takes 8 days to complete

Assuming a beta distribution is being used, if the most likely time for an activity increases by 1 week, what will happen to the expected time for that activity? 2 points

- it will increase by 4 weeks.
- it will increase by 1 week.
- it will remain the same.
- (selected) it would increase by 2/3 week.

..... is a documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities. 2 points

- (selected) Project business case
- Project Management Plan
- RACI Chart
- Delphi Technique

.....PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects. This type of PMO serves as a project repository. The degree of control provided by the PMO is low. 2 points

- (selected) Supportive
- Controlling
- Directive
- Administrative

Which of the following characteristics is part of the Management instead of Leadership? 2 points

- (selected) Accept status quo
- Focus on long-range vision
- Focus on relationships with people
- Do the right things

..... is an integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance. 2 points

- Scope baseline
- Cost baseline
- Schedule baseline
- [x] Performance measurement baseline

..... involves comparing actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance. 2 points

- Brainstorming.
- Interviews
- Expert Judgement
- [x] Benchmarking

..... estimating is a technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project. In this estimating uses parameters from a previous, similar project, such as duration, budget, size, weight, and complexity, as the basis for estimating the same parameter or measure for a future project. 2 points

- Three-Point
- Parametric
- [x] Analogous
- Bottom-Up

A .....is the amount of time a successor activity can be advanced with respect to a predecessor activity. For example, on a project to construct a new office building, the landscaping could be scheduled to start 2 weeks prior to the scheduled punch list completion. 1 points

- Late Start
- Late Finish

- [x] Lead
- [ ] Lag

A logical relationship in which a successor activity cannot start until a predecessor activity has started. For example, level concrete (successor) cannot begin until pour foundation (predecessor) begins is known as: 1 points

- [ ] Finish-to-start (FS)
- [ ] Finish-to-finish (FF).
- [x] Start-to-start (SS).
- [ ] Start-to-finish (SF).

A logical relationship in which a successor activity cannot start until a predecessor activity has finished. For example, installing the operating system on a PC (successor) cannot start until the PC hardware is assembled (predecessor) is known as: 1 points

- [x] Finish-to-start (FS)
- [ ] Finish-to-finish (FF).
- [ ] Start-to-start (SS).
- [ ] Start-to-finish (SF).

.....is a technique used for constructing a schedule model in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed. 1 points

- [ ] Define Activities
- [ ] Create WBS
- [ ] Collect Requirements
- [x] Precedence diagramming method (PDM)

The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as: 1 points

- [ ] Define Scope

- [x] Define Activities
- [ ] Collect Requirements
- [ ] Create WBS

..... includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria. 1 points

- [ ] Benchmarking
- [x] Inspection
- [ ] Delphi Technique
- [ ] Nominal Group Technique

In voting decision making technique, A decision that is reached whereby the largest block in a group decides, even if a majority is not achieved. This method is generally used when the number of options nominated is more than two is known as: 1 points

- [ ] Unanimity.
- [ ] Majority
- [x] Plurality
- [ ] Autocratic

In voting decision making technique, A decision that is reached whereby everyone agrees on a single course of action is known as: 1 points

- [x] Unanimity.
- [ ] Majority
- [ ] Plurality
- [ ] Autocratic

..... Is the process of developing a detailed description of the project and product. 1 points

- [ ] Collect Requirements
- [x] Define Scope
- [ ] Create WBS
- [ ] Control Scope

..... Is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. 1 points

- [ ] Collect Requirements
- [ ] Define Scope
- [ ] Create WBS
- [x] Control Scope

..... is the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, which is used as a basis for comparison. 1 points

- [x] Scope baseline
- [ ] Cost baseline
- [ ] Schedule baseline
- [ ] Performance measurement baseline

.....is a technique used to identify a list of ideas in a short period of time. It is conducted in a group environment and is led by a facilitator. It comprises two parts: idea generation and analysis. It can be used to gather data and solutions or ideas from stakeholders, subject matter experts, and team members. 1 points

- [x] Brainstorming.
- [ ] Interviews
- [ ] Expert Judgement
- [ ] Benchmarking

Which of the following is not an Enterprise Environmental Factor? 1 points

- [x] Processes
- [ ] Legal Restrictions
- [ ] Infrastructure
- [ ] Political conditions

..... is a systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs. 1 points

- [ ] Phase Gate
- [ ] Project Phase
- [x] Project Management Process
- [ ] Process Group

.....is a review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project. 1 points

- [x] Phase Gate
- [ ] Project Phase
- [ ] Project Management Process
- [ ] Process Group

Project and Operation work share many of the following characteristics EXCEPT: 1 points

- [ ] Performed by people
- [ ] Constrained by limited resources
- [ ] Planned executed and controlled
- [x] Ongoing and repetitive

When crashing your project you added one developer and one quality assurance tester to non-critical path tasks. What is the outcome of this project scheduling change? 1 points

- [x] No effect
- [ ] Decrease in project cost
- [ ] Increase in project scope
- [ ] Deliver your project early

..... are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. These assets influence the management of the project. 1 points

- [x] Organizational process assets (OPAs)
- [ ] Enterprise environmental factors (EEFs)
- [ ] Project Management Process
- [ ] Project Phase

What is the earliest start time rule? 1 points

- [ ] It compares the activity's starting time for an activity successor.
- [x] It compares the activity's end time for an activity predecessor.
- [ ] It directs when a project can start.
- [ ] It regulates when a project must begin.

What is a critical path? 1 points

- [ ] It is a path that operates from the starting node to the end node.
- [ ] It is a mixture of all the paths
- [x] It is the longest path
- [ ] It is the shortest path

Amir wants the project to be completed six months earlier than planned. He believes he can meet this target by overlapping project activities. The approach you plan to use is known as: 1 points

- Resource levelling
- [x] Fast tracking
- Resource calendar
- Crashing

..... involves doing activities in parallel that you would normally do in sequence. 1 points

- Resource levelling
- [x] Fast tracking
- Expending
- Crashing

Which of the following activities would NOT be an appropriate way of crashing a project? 1 points

- Additional resources
- [x] Reducing quality
- Overtime working
- Sub-contracting

The ..... provide(s) schedule-related information about each activity, such as predecessors, successors, logical relationships, leads and lags, resource requirements, constraints, imposed dates, and assumptions related to the activity. 1 points

- Activity list
- Milestones
- Activity descriptions
- [x] Activity attributes

A critical path network diagram does NOT: 1 points

- [ ] Identify the particularly important activities.
- [x] Calculate earned value.
- [ ] Help determine the amount of float.
- [ ] Calculate the duration of the whole project.

.....dependencies involve relationships between project and non-project activities. 1 points

- [ ] Mandatory
- [ ] Discretionary
- [x] External
- [ ] Internal

The blueprints for the new construction projects have been completed and construction is ready to begin. While the organization was thinking about erecting a modular structure, they decided on a more traditional approach. The foundation will be poured and cured before the framing begins. This is an example of: 1 points

- [ ] Discretionary dependency
- [x] Mandatory dependency
- [ ] External dependency
- [ ] Internal dependency

Your project is experiencing resource constraints at certain times in the project timeline, requiring you to adjust start and finish dates on the schedule. What tool is best to use in this situation? 1 points

- [x] Resource leveling
- [ ] Feeding buffer
- [ ] Critical Path method
- [ ] Resource smoothing

Reserve Analysis involves: 1 points

- Estimating by multiplying the quantity of work by productivity rate
- Incorporating time buffers into the activity duration estimates
- Developing project schedule with contingency reserves as a recognition of the scope creep.
- Adding resource reserves for quality enhancement to the activity resource estimates

Your team is reviewing the project activities and has started to estimate the durations of the work packages identified in the WBS. Some of these work packages and activities have significant uncertainty associated with them for which the team has created contingency buffers. The tool and technique that is used for this process is called: 1 points

- Expert judgment
- Reserve analysis
- Parametric estimating
- Three point estimating

"Product scope" is best defined as which of the following: 1 points

- The features and functions that characterize a product, service, or result
- The work performed to deliver a product, service, or result with the specified features and functions
- The scope baseline
- The plan to manage the changes to a product.

The process of determining, documenting and managing stakeholder needs and requirements to meet project objectives is known as 1 points

- Plan Scope Management
- Collect Requirements
- Control Scope
- Validate Scope

After delivering a release, the client is adamant that certain features of the software do not provide any business value. Which document can you share with the client to show how the features directly correspond to business needs and requirements stated at the being of the project? 1 points

- [x] Requirements Traceability Matrix
- [ ] Project Charter
- [ ] Scope Statement
- [ ] Scope Baseline

In PDM, which of the following relationships is rarely used: 1 points

- [ ] Finish-to-Start
- [x] Start-to-Finish
- [ ] Start-to-Start
- [ ] Finish-to-Finish

Critical path method is used in which of the following processes: 1 points

- [ ] Sequence Activities
- [ ] Define Activities
- [x] Develop Schedule
- [ ] Estimate Activity Durations

Resource reallocation from non-critical to critical activities is an example of which Project Scheduling technique: 1 points

- [ ] Critical Path Method
- [ ] Schedule Compression
- [ ] What-if Analysis
- [x] Resource Levelling

In a balanced matrix organization, who has authority over the budget? 1 points

- Project Manager
- Functional Manager
- Project Manager and Functional Manager Both
- Change Control Board (CCB)

Which is not an example of organizational process assets? 1 points

- Processes
- Procedures
- Lessons learned
- Political conditions

Which of the following is true regarding IRR? 1 points

- IRR assumes reinvestment at the cost of capital.
- IRR is the discount rate when NPV is greater than zero.
- IRR is a constrained optimization method.
- IRR is the discount rate when NPV is equal to zero.

.....is defined as a framework in which portfolio, program, and project management are integrated with organizational enablers in order to achieve strategic objectives. 1 points

- Project
- Program
- Portfolio
- Organizational project management