

CIS8000 Sections 006 & 009 Exam 3 Study Guide

Chapter 8: Project Stakeholders and Communication

- Study the Project Communications Plan Section
- Understand the difference between formal and informal organization structure
- Understand how to conduct a stakeholder analysis
- Understand Project Metrics (what does good project metrics look like)
- Understand the meaning of the following and how to calculate –
 - Earned Value vs. Present Value vs. Actual Cost
 - Cost Variance vs. Schedule Variance
 - Budget At Completion vs. Estimate At Completion vs. Expected Time Completion
 - Understand Cost Performance Index and Schedule Performance Index

Sample Questions –

- Question – If Schedule Performance Index is Greater Than 1, Project will finish early or late than planned?
- One attribute of a good project metric is that it should be subjective so that a stakeholder can understand the project manager's personal opinion or insight as to how the project is progressing.
- If Cost Performance Index is less than 1, the most reasonable inference to draw is that:
 - The project will likely finish earlier than planned
 - The project will likely finish later than planned
 - The project will likely cost more than planned
 - The project will likely cost less than planned
 - The project will likely be on-time and on-budget

Chapter 9: Project Quality

- Understand Project Quality Management
 - Quality Management Planning
 - Quality Assurance
 - Quality Control
 - Continuous Improvement
- Understand Quality Assurance vs. Quality Control
- Understand the impact of rework due to quality issues
- Understand the Total Quality Management (TQM) Gurus' Philosophies
 - Deming
 - Juran
 - Crosby
- Understand the difference between Verification and Validation
- Know the CMMI (Capability Maturity Model Integration) Maturity Model
- Understand the difference between assignable cause and common cause
- Know the Quality Control Tools –
 - Control charts

- Cause and Effect Diagram (Fishbone)
- Pareto Chart

Sample Questions –

- The CMMI level which is the first to introduce key process areas is ____?
 - Level 1 – Initial (Ad-hoc)
 - Level 2 – Repeatable
 - Level 3 – Defined
 - Level 4 – Managed
 - Level 5 – Optimizing
- Validation is a process-oriented activity that focuses on the deployment of specific development procedures (T/F)

Chapter 10: Leadership

- Understand the difference between management and leadership
- Know Kouzes and Posner's Model for Exemplary Leadership (5 Best Practices) – (what do good leaders do)
 - Model the way
 - Inspire a Shared Vision
 - Challenge the Process
 - Enable Others to Act
 - Encourage the Heart
- Know the 6 Leadership Styles (how do they do it) – Know when to apply or not to apply for each
 - The coercive style
 - Authoritative style
 - Affiliative Style
 - Democratic Style
 - Pacesetting Style
 - Coaching Style
- Know Emotional Intelligence
- Understand Ethical Leadership
- Know the various aspects of diversity dimensions

Sample Question –

- A coercive style of leadership can be effective in a crisis situation
- The leadership style where poor performers are quickly identified and replaced if standards are not met is the _____.
 - Coercive style
 - Authoritative style
 - Affiliative style
 - Pacesetting style
 - Coaching style