IS313 – IS Project Management 1
Final Examination
December 16 -18, 2024

Name: _____ Course & Section _____ Score: _____

Multiple Choice.

Read each question carefully before selecting the best answer. Choose the single best answer for each question by encircling A, B, C, or D.

1. Which document defines the scope, objectives, and participants of a project?

- A. Risk Register
- B. Project Charter
- C. Work Breakdown Structure
- D. Communication Plan

2. What is the primary output of the project scope planning process?

- A. Gantt Chart
- B. Project Schedule
- C. Scope Statement
- D. Cost Baseline

3. Why is stakeholder analysis important in the planning phase?

- A. To assign tasks to team members
- B. To determine project budget
- C. To understand expectations and influence
- D. To finalize the deliverables

4. What does the Work Breakdown Structure (WBS) help a project manager to do?

- A. Schedule project meetings
- B. Allocate financial resources
- C. Break down project tasks for better control
- D. Manage team conflicts

5. If a project team identifies a new risk during the planning phase, what should they do next?

- A. Ignore it until the execution phase
- B. Update the risk register and develop a response
- C. Inform the customer immediately
- D. Adjust the project scope

6. You are using a network diagram to develop the project schedule. What are you applying?

- A. Risk Analysis
- B. Resource Leveling
- C. Critical Path Method
- D. Earned Value Management

7. A project is behind schedule due to underestimated task durations. What should be analyzed first?

- A. Communication Plan
- B. Team Morale
- C. Schedule Baseline and Estimation Assumptions
- D. Budget Reserves

8. Which element best helps identify interdependencies between tasks in the planning phase?

- A. Responsibility Assignment Matrix
- B. Network Diagram
- C. Risk Breakdown Structure
- D. Budget Forecast

9. Which factor is most critical when selecting a project management methodology during planning?

- A. Number of team members
- B. Stakeholder availability
- C. Project complexity and constraints
- D. Existing technology

10. A stakeholder questions the feasibility of the project schedule. How should the project manager respond?

- A. Shorten the schedule to satisfy them
- B. Ignore the concern
- C. Evaluate the schedule assumptions and explain the rationale
- D. Reassign the stakeholder

11. What should be developed to effectively manage communication among stakeholders?

- A. Issue Log
- B. Communication Management Plan
- C. Procurement Statement of Work
- D. Resource Calendar

12. How can a project manager proactively address resource limitations in the planning phase?

- A. Reduce project quality
- B. Create a resource optimization strategy
- C. Increase the number of deliverables
- D. Skip risk planning

13. **Which of the following is a key activity in the execution phase?**
- A. Creating a risk register
- B. Developing the project charter
- C. Performing quality assurance
- D. Defining the scope

14. **Who is responsible for executing the project plan?**
- A. Project Sponsor
- B. Project Manager
- C. Stakeholders
- D. Clients

15. **Why is communication important during the execution phase?**
- A. To finalize contracts
- B. To close the project
- C. To ensure alignment and clarity
- D. To identify new projects

16. **What does effective team leadership during execution help achieve?**
- A. More project risks
- B. Lower quality output
- C. Improved team performance
- D. Delayed delivery

17. **How should a project manager respond to a deviation from the project plan?**
- A. Ignore it
- B. Escalate immediately
- C. Apply corrective actions
- D. Reassign the team

18. **A team is implementing a solution according to design documents. What phase are they in?**
- A. Planning
- B. Executing
- C. Monitoring

- o D. Closing

19. **A quality issue was found during execution. What should be analyzed first?**
- o A. Team salaries
- o B. Cost Baseline
- o C. Quality Management Plan
- o D. Risk Register

20. **If deliverables are not meeting standards, what should be examined?**
- o A. Scope Statement
- o B. Procurement Documents
- o C. Execution Plan
- o D. Quality Metrics

21. **A client expresses dissatisfaction with progress. What is the best action?**
- o A. End the project
- o B. Explain that delays are normal
- o C. Evaluate feedback and adjust approach
- o D. Ignore the complaint

22. **Which factor is most critical to evaluate team performance?**

- A. Number of meetings
- B. Time spent in office
- C. Output quality and milestones met
- D. Vacation days used

23. **What can a project manager create to improve execution efficiency?**

- A. Risk response plan
- B. New stakeholder list
- C. Process improvement recommendations
- D. Procurement documents

24. **Creating a change request is appropriate when:**

- A. The project is under budget
- B. There is a scope deviation
- C. The team is overstaffed
- D. Weekly meetings are skipped

25. **Which document is most commonly updated during project monitoring?**
- o A. Business Case
- o B. Project Charter
- o C. Performance Reports
- o D. Feasibility Study
26. **What is Earned Value Management (EVM) primarily used for?**
- o A. Estimating team performance
- o B. Monitoring schedule and cost performance
- o C. Assigning project roles

- o   D. Creating communication plans

27. **Why is variance analysis important during monitoring?**
- o   A. It identifies project stakeholders
- o   B. It helps detect differences between planned and actual results
- o   C. It forecasts the project budget
- o   D. It improves procurement processes

28. **A Schedule Performance Index (SPI) < 1 indicates what?**
- o   A. Project is ahead of schedule
- o   B. Project is on time
- o   C. Project is behind schedule
- o   D. Project is completed

29. **A project manager notices the cost is rising faster than planned. What tool should be used?**
- o   A. WBS
- o   B. EVM
- o   C. Scope Statement
- o   D. Communication Matrix

30. **If a milestone is delayed, what should be the immediate step?**
- o   A. Reassign the entire team
- o   B. Close the project
- o   C. Analyze the impact and adjust the plan
- o   D. Notify HR

31. **What does a high Cost Variance (CV) signify?**
- o   A. Cost overrun
- o   B. Cost underrun
- o   C. Budget not set
- o   D. Procurement issues

32. **When monitoring a project, what must be compared to the baseline?**
- o   A. Stakeholder feedback
- o   B. Actual performance
- o   C. Quality audits
- o   D. Organizational structure

33. **How should a project manager react to consistent schedule delays?**
- o   A. Cancel meetings
- o   B. Evaluate root causes and take corrective action
- o   C. Avoid stakeholder reporting
- o   D. Extend the deadline without analysis

34. **Which of the following is most effective for evaluating project health?**

- •   A. Work diaries
- •   B. Issue logs
- •   C. Performance measurement tools

- D. Team social activity logs

35. **What should be developed to respond to recurring risks discovered during monitoring?**

- A. Project Charter
- B. New team roles
- C. Updated Risk Response Plan
- D. Executive reports

36. **When issues are identified repeatedly, the project manager should create:**

- A. A blame matrix
- B. A lessons learned report
- C. A scope statement
- D. A marketing strategy

37. **What is the primary purpose of the project closure phase?**
- A. Develop the project charter
- B. Deliver final reports to stakeholders
- C. Execute procurement contracts
- D. Plan resource allocation

38. **Which document is commonly finalized during the closure phase?**
- A. Work Breakdown Structure
- B. Project Charter
- C. Lessons Learned Document
- D. Risk Register

39. **Why are stakeholder sign-offs important in project closure?**
- A. To close HR operations
- B. To validate project completion
- C. To start a new project
- D. To submit a budget

40. **What is the significance of administrative closure?**
- A. To reassign team members
- B. To release the project budget
- C. To formally document project completion
- D. To initiate team hiring

41. **A project manager wants to ensure all contractual obligations are fulfilled. What process is this part of?**
- A. Monitoring
- B. Initiating
- C. Closing
- D. Executing

42. **Which action ensures lessons are carried forward to future projects?**

- o   A. Updating the project charter
- o   B. Creating a lessons learned register
- o   C. Reassigning tasks
- o   D. Approving procurement requests

43. **You discover unresolved issues during closure. What should you analyze?**
- o   A. Stakeholder register
- o   B. Risk response plans
- o   C. Change control logs
- o   D. Issue log

44. **Which tool helps assess if all project goals were met?**
- o   A. Quality Metrics
- o   B. Issue Log
- o   C. Project Scope Statement
- o   D. Final Acceptance Report

45. **How should team performance be evaluated post-project?**
- o   A. Based on personal preferences
- o   B. Using final project metrics and reviews
- o   C. By comparing to past team performance only
- o   D. Ignored if project was successful
46. **What is a valid criterion for project success?**

- •   A. Happy sponsor
- •   B. No overtime used
- •   C. Achieved objectives within scope, time, and cost
- •   D. Large team involvement

47. **Which document is created to formally hand over deliverables to the client?**

- •   A. Project Schedule
- •   B. Handover Report
- •   C. Issue Log
- •   D. Scope Statement

48. **What should a project manager create to close vendor contracts?**

- •   A. Lessons learned
- •   B. Statement of work
- •   C. Procurement closure document
- •   D. Project brief

Prepared: Reviewed: Checked:

IVY LYNN F.MADRIAGA,   **ALEXIS D. ARPRESTO, Ph.D**   **ELBREN O. ANTONIO, DIT**
MIT

Faculty   Program Head, BSIS   Dean, CCS