

MCS 4204 Software Project Management and Quality Assurance

Extra MCQ Practice Questions

Topics 1-3: Advanced, Scenario-Based, and Tricky Questions

Total Questions: 30 | Extra Coverage for Exam Prep

EXTRA MCQ PRACTICE

1.

Which of the following best describes a routine activity?

- A. Developing a new mobile app
- B. Running daily backups on a server
- C. Designing a new bridge
- D. Implementing a new payroll system

Answer: B

2.

What is the primary reason for project failure in software projects?

- A. Lack of technical skills
- B. Poor communication and stakeholder management
- C. Unlimited budget
- D. Routine activities

Answer: B

3.

Which document formally authorizes a project and assigns the project manager?

- A. Feasibility Study
- B. Project Charter
- C. Business Case
- D. Scope Baseline

Answer: B

4.

In project management, which constraint is NOT part of the traditional triple constraint?

- A. Time
- B. Cost
- C. Quality
- D. Scope

Answer: C

5.

Which of the following is NOT a benefit of using a Work Breakdown Structure (WBS)?

- A. Improved project scheduling
- B. Enhanced cost estimation
- C. Increased project complexity
- D. Clear assignment of responsibilities

Answer: C

6.

What is the main output of the Collect Requirements process?

- A. Project Charter
- B. Requirements Traceability Matrix
- C. WBS Dictionary
- D. Project Management Plan

Answer: B

7.

Which technique is best for organizing ideas from a brainstorming session?

- A. Context Diagram
- B. Affinity Diagram
- C. Gantt Chart
- D. Fishbone Diagram

Answer: B

8.

Which of the following is a key activity in the project closing phase?

- A. Develop Project Charter
- B. Validate Scope
- C. Finalize all activities and contracts
- D. Collect Requirements

Answer: C

9.

If a project's IRR is less than the market rate of interest, what should you do?

- A. Invest in the project
- B. Reject the project
- C. Increase the project budget
- D. Ignore IRR

Answer: B

10.

Which is NOT a typical section in a Business Case document?

- A. Introduction and background
- B. Detailed programming code
- C. Risks and management plan
- D. Financial case

Answer: B

11.

What is the main purpose of a feasibility study?

- A. To create a WBS
- B. To determine if a solution will deliver the expected outcome
- C. To assign project resources
- D. To close the project

Answer: B

12.

Which process involves subdividing project deliverables into smaller components?

- A. Define Scope
- B. Create WBS
- C. Validate Scope
- D. Control Scope

Answer: B

13.

What is the first step in creating a WBS?

- A. Assign identification codes
- B. Structure and organize the WBS
- C. Identify and analyze deliverables
- D. Verify decomposition

Answer: C

14.

Which of the following is a product-based approach to WBS?

- A. Activity-based decomposition
- B. Product Breakdown Structure (PBS)
- C. Hybrid approach
- D. Brainstorming

Answer: B

15.

What is the main difference between a program and a portfolio?

- A. Programs are always larger than portfolios
- B. Portfolios focus on strategic objectives, programs focus on related projects
- C. Programs contain only one project
- D. Portfolios are temporary

Answer: B

16.

Which of the following is NOT a role of the Project Management Office (PMO)?

- A. Resource acquisition
- B. Technical development
- C. Administrative records handling
- D. Reporting lessons learnt

Answer: B

17.

Which calculation is used to estimate the profitability of a project considering the timing of cash flows?

- A. Payback Period
- B. Net Present Value (NPV)
- C. Internal Rate of Return (IRR)
- D. Annualized ROI

Answer: B

18.

What is the main purpose of the Validate Scope process?

- A. To create the WBS
- B. To formalize acceptance of completed deliverables
- C. To monitor project status
- D. To assign resources

Answer: B

19.

Which of the following is NOT a key skill for a project manager?

- A. Technical project management
- B. Leadership
- C. Strategic business management
- D. Advanced programming

Answer: D

20.

What is the best way to handle high-risk future cash flows in NPV calculations?

- A. Use a lower discount rate
- B. Ignore risk
- C. Use a higher discount rate
- D. Use the same rate for all projects

Answer: C

Scenario-Based & Calculation Questions

21.

Scenario: You are managing a software project with the following cash flows: Year 0: -\$50,000, Year 1: \$20,000, Year 2: \$20,000, Year 3: \$20,000. What is the payback period?

- A. 2.5 years
- B. 3 years
- C. 2 years
- D. 1.5 years

Answer: A

22.

Scenario: A project manager is struggling to balance stakeholder expectations and project constraints. Which skill is most critical in this situation?

- A. Technical expertise
- B. Communication
- C. Programming
- D. Financial analysis

Answer: B

23.

Scenario: The project sponsor requests a change after the scope baseline is approved. Which process should be followed?

- A. Validate Scope
- B. Perform Integrated Change Control
- C. Collect Requirements
- D. Develop Project Charter

Answer: B

24.

Scenario: You need to ensure all requirements are tracked from origin to implementation. Which tool should you use?

- A. WBS Dictionary
- B. Requirements Traceability Matrix
- C. Gantt Chart
- D. Product Flow Diagram

Answer: B

25.

Scenario: A project is terminated because its objectives cannot be met. Who must authorize this decision?

- A. Project Manager
- B. Appropriate authority
- C. Project Team
- D. End Users

Answer: B

Tricky Conceptual Questions

26.

Which of the following is true about the Waterfall method?

- A. It is best for projects with unknown scope
- B. It is preplanned and sequential
- C. It is more flexible than Agile
- D. It is only used for hardware projects

Answer: B

27.

Which is NOT a direct output of the Plan Scope Management process?

- A. Scope Management Plan
- B. Requirements Management Plan
- C. WBS
- D. Change Management Plan

Answer: C

28.

Which process is responsible for tracking, reviewing, and reporting overall project progress?

- A. Monitor and Control Project Work
- B. Direct and Manage Project Work
- C. Develop Project Management Plan
- D. Close Project or Phase

Answer: A

29.

Which is NOT a valid reason for project termination?

- A. Objectives achieved
- B. Objectives cannot be met
- C. Need for project no longer exists
- D. Project manager requests termination for personal reasons

Answer: D

30.

Which of the following is NOT a major constraint in project management?

- A. Scope
- B. Cost
- C. Time
- D. Team size

Answer: D

ANSWER KEY SUMMARY

1. B 2. B 3. B 4. C 5. C 6. B 7. B 8. C 9. B 10. B

11. B 12. B 13. C 14. B 15. B 16. B 17. B 18. B 19. D 20. C

21. A 22. B 23. B 24. B 25. B

26. B 27. C 28. A 29. D 30. D