

School of Information and Communication Technology	Subject : Management of Software Development	Final Exam 2023.1	ExamID <b>0x0x</b>
	Full Name : .....	StudentID: 20.....	
	<i>Duration: <b>45 minutes</b></i> <i>Allow using hard-copy documents</i>		

Note: Circle to the correct option **(B)** , **(L2)**

**Question 1. (1p)** Which are **two** characteristics of a project:

- A.** temporary  
**B.** unique

- C.** risky  
**D.** technique

- E.** limited  
**F.** creative

**Question 2. (1p)** What 4 words does **PDCA** stand for?

Plan – Do – Check – Act

**Question 3. (1p)** Work Breakdown Structure, WBS could be shown at 2 types: Identified List, and Tree Structure. If you take care a project has 150 packages and 1000 activities/task, which WBS type would be use?

- A.** Identified List  
**B.** Tree Structure

**Question 4. (1p)** In the WBS belows, how many package and task?

- work packages = ..**7**.....
- work activities/tasks = ..**6**.....

No	Task Particulars	Effort (MDs)					Volume
		Study	Create	Review	Training	Total	
<b>1</b>	<b>CM – CONFIGURATION MANAGEMENT PROCESS AREA</b> <b>構成管理</b>	<b>11</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>27</b>	<b>13.0%</b>
1.1	SG 1 Establish Baselines SG 1 ベースラインを確立する	3	5	1	1	10	
1.2	SG 2 Track and Control Changes SG 2 変更を追跡し制御する	4	3	1	1	9	
1.2.1	SP 2.1 Track Change Requests SP 2.1 変更要求を追跡する	2	1	0.5			
1.2.2	SP 2.2 Control Configuration Items SP 2.2 構成部品目を制御する	2	2	0.5			
1.3	SG 3 Establish Integrity SG 3 一貫性を確立する	4	2	1	1	8	
1.3.1	SP 3.1 Establish Configuration Management Records SP 3.1 構成管理記録を確立する	2	1	0.5			
1.3.2	SP 3.2 Perform Configuration Audits SP 3.2 構成監査を実施する	2	1	0.5			
<b>2</b>	<b>PP – PROJECT PLANNING PROCESS AREA</b> <b>プロジェクト計画策定</b>	<b>15</b>	<b>15</b>	<b>2.15</b>	<b>3</b>	<b>35.2</b>	<b>16.9%</b>
2.1	SG 1 Establish Estimates SG 1 見積もりを確立する	4	4	1	1	10	
2.2	SG 2 Develop a Project Plan SG 2 プロジェクト計画を策定する	8	8	0.85	1	17.85	
2.3	SG 3 Obtain Commitment to the Plan SG 3 計画に対するコミットメントを獲得する	3	3	0.3	1	7.3	
<b>3</b>	<b>REQM – REQUIREMENTS MANAGEMENT PROCESS AREA</b> <b>要件管理</b>	<b>10</b>	<b>6</b>	<b>1.3</b>	<b>1</b>	<b>18.3</b>	<b>8.8%</b>
3.1	SG 1 Manage Requirements SG 1 要件を管理する	10	6	1.3	1	18.3	
3.1.1	SP 1.1 Obtain an Understanding of Requirements SP 1.1 要件の理解を獲得する	2	1	0.2			
3.1.2	SP 1.2 Obtain Commitment to Requirements SP 1.2 要件に対するコミットメントを獲得する	1	1	0.2			

**Question 5. (1p)** In PMBOK, a project has 5 stages with 5 process groups. Define **two** groups that are performed once?

initiation, closing

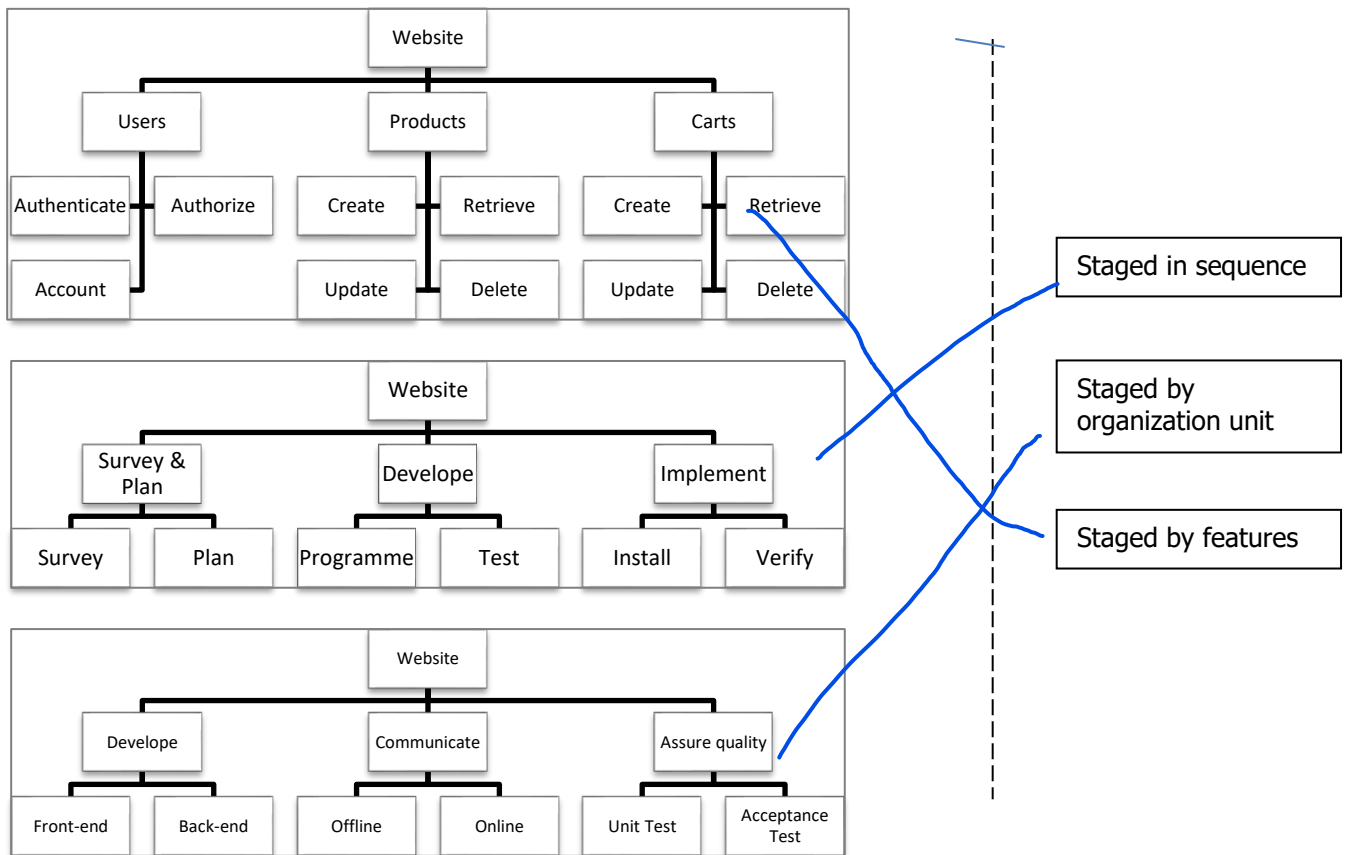
**Question 6. (1p)** What project's issues must a project manager pay attention to?

- A.** Costs and Expenses  
**B.** Staffs

- C.** Customers  
**D.** Sponsors

- E.** Risks  
**F.** Finance

**Question 7. (1p)** Matching the images with the method WBS was staged? Draw lines from the left to the right.



**Question 8. (1p)** Learning “Management of Software Development” is also a project. List any 5 stakeholders?

teacher, student, senior instructor, educational institution, course coordinator

**Question 9. (2p) :** You need 1 fresher for your new project. Assume that all candidates are matched your base Job Description – JD. So you would hire someone you know before (based on the relationship with you directly, or an indirect referral from a friend) or you would hire someone whose scores are the highest. Which method do you prefer and explain.

Hiring based on a personal relationship (2 pros - 2 cons)

Trust and Familiarity: Knowing someone personally can provide a level of trust and familiarity. This person may be someone whose work ethic, skills, and personality you are already aware of, reducing the uncertainty in the hiring process.

Team Dynamics: If you've worked well with this person before, you may already know how they contribute to team dynamics, collaboration, and overall workplace culture.

Bias and Fairness: Relying on personal relationships may introduce bias into the hiring process and could be perceived as favoritism. This may not align with principles of fairness and equal opportunity.

Limited Pool: Depending solely on personal connections may limit the pool of potential candidates and exclude qualified individuals who could bring diverse perspectives and skills to the team.

Hiring based on the highest scores (2 pro - 2 cons)

Objective Evaluation: Evaluating candidates based on scores or performance metrics can provide an objective and standardized measure of their capabilities, reducing the potential for bias.

Skills Alignment: Choosing the candidate with the highest scores may ensure that the person possesses the specific skills and qualifications required for the job.

Limited Insight into Soft Skills: Objective scores may not capture crucial soft skills, such as communication, teamwork, or adaptability, which are often essential for success in a work environment.

Cultural Fit: The candidate with the highest scores might not necessarily be the best fit for the team or the organization's culture.

Ultimately, the best approach may involve a combination of both methods. Consider using personal relationships as a valuable source of insight but also incorporate a fair and objective evaluation process, such as interviews and assessments, to ensure that the selected candidate not only meets the technical requirements but also aligns with the team dynamics and organizational values. Balancing both approaches can contribute to a well-rounded hiring decision.

School of Information and Communication Technology	Subject : Management of Software Development	Mid-Term 2023.1	ExamID <b>0x0x</b>
	Full Name : .....	StudentID: 20.....	
	<i>Duration: <b>40 minutes</b></i> <i>Allow using hard-copy documents</i>		

Note: Circle to the correct option **(B)** , **(L2)**

**Question 10. (1p)** Which are **two** characteristics of a project:

- G.** temporary                      **I.** risky                      **K.** limited  
**H.** unique                      **J.** technique                      **L.** creative

**Question 11. (1p)** What 4 words does **PDCA** stand for?

Plan Do Check Ack .....

**Question 12. (1p)** Work Breakdown Structure, WBS could be shown at 2 types: Idented List, and Tree Structure. If you take care a project has 150 packages and 1000 activities/task, which WBS type would be use?

- C.** Idented List  
**D.** Tree Structure

**Question 13. (1p)** In the WBS belows, how many package and task?

- work packages = **7 packages**                      **16 rows** .....
- work activities/tasks = **9 tasks** .....

No	Task Particulars	Effort (MDs)					Volume
		Study	Create	Review	Training	Total	
<b>1</b>	<b>CM - CONFIGURATION MANAGEMENT PROCESS AREA</b> <b>構成管理</b>	<b>11</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>27</b>	<b>13.0%</b>
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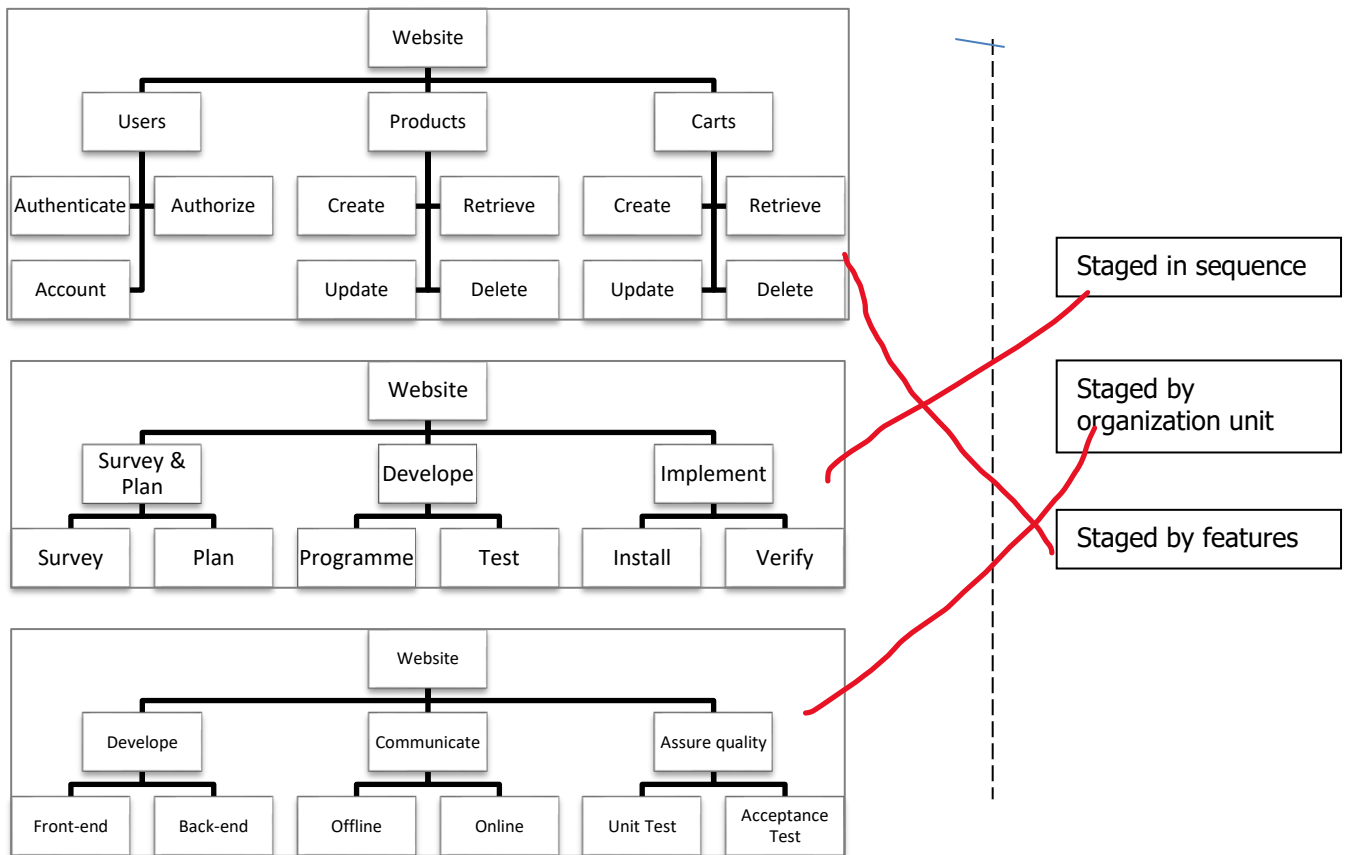
**Question 14. (1p)** In PMBOK, a project has 5 stages with 5 process groups. Define **two** groups that are performed once?

Init, close .....

**Question 15. (1p)** What project's issues must a project manager pay attention to?

- G.** Costs and Expenses                      **I.** Customers                      **K.** Risks  
**H.** Staffs                      **J.** Sponsors                      **L.** Finance

**Question 16. (1p)** Matching the images with the method WBS was staged? Draw lines from the left to the right.



**Question 17. (1p)** Learning "Management of Software Development" is also a project. List any 5 stakeholders?

.....

.....

**Question 18. (2p)** : You need 1 fresher for your new project. Assume that all candidates are matched your base Job Description – JD. So you would hire someone you know before (based on the relationship with you directly, or an indirect referral from a friend) or you would hire someone whose scores are the highest. Which method do you prefer and explain.

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