

**CNET 307 – IT Project Management**  
**Practice Test 2**

**Choose the correct answer**

1. Assumptions are what we use to estimate scope, schedule and budget and to assess the risks of the project.  
☒ a. True  
☐ b. False
2. The project sponsor is
  - a) responsible for ensuring that all management and technical processes are in place and carried out.
  - ☒ b) the client, customer, or organizational manager who acts as the project champion and provides organizational resources and direction.
  - c) the user or client who has specific knowledge, expertise, or insight in a specific functional area needed to support the project.
  - d) provides the technical solution to the organizational problem and may include systems analysts, network specialists, or programmers.
  - e) the person responsible for final acceptance of the application.
3. The Project Management Body of Knowledge (PMBOK®) and PRojects IN Controlled Environments (PRINCE2®) are two popular and widely used project management methodologies.  
☒ a. True  
☐ b. False
4. The following are PMBOK® knowledge areas except:
  - a) Project Integration Management
  - b) Project Scope Management
  - c) Project Cost Management
  - d) Project Risk Management
  - ☒ e) Project Research Management
5. The MOV should be adjusted at each phase of a project to align with the realities of project execution.  
☐ a. True  
☒ b. False
6. The overall goal and measure of project success is:  
☒ a) the project's MOV.  
☐ b) the project's NPV.  
☐ c) the project's technical competency.  
☐ d) the project's adherence to budget and schedule.  
☐ e) the project's end-user acceptance.
7. An IT project manager's technical knowledge is much more important than his or her ability to communicate with people.  
☐ a. True  
☒ b. False
8. High level of integration, improved communication, increased project focus, higher potential for conflict, and poorer response time are advantages and disadvantages of:
  - a) The Functional Organization
  - ☒ b) The Matrix Organization
  - c) The Project Organization
  - d) The Informal Organization
  - e) The Formal Organization

9. Project scope is a statement detailing the features and functions that must support the IT solution.
- a. True
  - b. False
10. Confidence in project estimates will be highest \_\_\_\_\_
- a) before the project begins.
  - b) early in the project.
  - c) once the team members are assigned.
  - d) later in the project.
  - e) when the business case is complete.
11. Predecessor activities are activities that can be worked on at the same time as another activity.
- a. True
  - b. False
12. The tool most closely associated with activity bars across a horizontal time axis is:
- a) Project Network Diagrams
  - b) Gantt Charts
  - c) PERT
  - d) Activity on the Node
  - e) Critical Path Analysis

**Answer the question briefly:**

**1. Why do projects have a time frame?**

**Ans:** Because a project is a temporary endeavor, it must have a definite beginning and end. A project ends when all the promised work is completed and the organization's expectations are met, or it can be terminated prematurely when the work or expectations cannot be met.

**2. Why do projects need a purpose?**

**Ans:** Projects are undertaken to accomplish something. A project must also create something unique. This could be a new product, service, system, or an enhancement to an existing product, service, or system. A project must have a clear goal that defines the value of the project to the organization.

**3. What is Project Time Management?**

**Ans:** Time management is important for developing, monitoring, and managing the project's schedule. It includes identifying the project's phases and activities and then estimating, sequencing, and assigning resources for each activity to ensure that the project's scope and objectives are met.

**4. What is Project Cost Management?**

**Ans:** Cost management assures that the project's budget is developed and completed as approved.

**5. What is a process? Why are processes important in project management?**

The PMBOK® Guide defines a process as "a set of interrelated actions and activities performed to achieve a pre-specified product, result, or service".

**6. Why should a project begin with developing an MOV?**

**Ans:** Once defined and agreed upon, the MOV becomes a driving force for the project as it sets direction and lays the groundwork for planning and design of the product or system and many project-related decisions.

**7. Why should a project align with an organization's strategy, vision, and mission?**

**Ans:** A project begins by defining its measure of success (1). To provide real value to an organization, a project must align with and support the organization's vision, mission, and strategy.

**8. Why must the MOV be measurable?**

**Ans:** Measurement provides a clear definition of success for all of the project's stakeholders.

**9. What is project governance? What is its purpose?**

**Ans:** Project governance provides a framework to ensure that a project aligns with a chosen business strategy while ensuring that the time, money, and resources provide real value to the organization.

**10. Why is it important that a project governance committee have oversight over a project?**

**Ans:** Because projects provide a means of implementing an organizational strategy, project governance must ensure that the project aligns with a chosen organizational strategy and provides value.

**11. Describe the functional organization.**

**Ans:** This particular structure is based on organizing resources to perform specialized tasks or activities in order to attain the goals of the organization. Individuals and subunits (i.e., groups of individuals) perform similar functions and have similar areas of expertise.

**12. What is outsourcing?**

**Ans:** Outsourcing is the subcontracting of services and components of the project's scope to another firm.

**13. Briefly describe the collect requirements process.**

**Ans:** Collecting requirements focuses on engaging customers or users in order to define their needs. In essence, this entails planning how the project team will work with the customer, client, or users to define the scope of the project. Some common methods include:

- Interviews
- Workshops
- Brainstorming sessions
- Focus groups
- Surveys
- Observing people while they work

**14. Briefly describe the purpose of a work breakdown structure (WBS).**

**Ans:** It provides a hierarchical structure that acts as a bridge, or link, between the project's scope and the detailed project plan that will be created using a project management software package.

**15. Define predecessor, successor, and parallel activities. Give a real-world example of each.**

**Ans:** Predecessor activities are those activities that must be completed before another activity can be started—e.g., a computer's operating system must be installed before loading an application package. On the other hand, successor activities are activities that must follow a particular activity in some type of sequence. For example, a program must be tested and then documented after it is compiled. A parallel activity is an activity or task that can be worked on at the same time as another activity.

**16. How can parallel activities help shorten the project schedule? Are there any trade-offs?**

**Ans:** Parallel activities may be thought of as an opportunity to shorten the project schedule since separate tasks can be done at the same time instead of sequentially. They also can be a trade-off since doing more than one thing at the same time can have a critical impact on project resources.

**17. What is meant by slack (or float)?**

**Ans:** Slack, which is sometimes called float, is the amount of time an activity can be delayed, that is, take longer than expected, before it delays the project.

**18. What is the difference between crashing and fast tracking a project's schedule?**

**Ans:** Crashing a project's schedule is the process of adding additional resources to some activity on the critical path (or diverting resources from some activity with some slack) in order to shorten the project. Fast-tracking on the other hand is involved in finding activities that were originally planned to be sequential and making them in parallel – that is doing them simultaneously.