

CNET 307 – IT Project Management Practice Test

Choose the correct answer

1. The Guide to the Project Management Body of Knowledge provides a basis for identifying and describing the generally accepted principles of project management.
☒ a. True
☐ b. False
2. The EDP era
 - a) Began in the early 1980s with the personal computer
 - b) **Began in the 1960s when large organizations first purchased a centralized mainframe or minicomputer.**
 - c) Began in the 1990s when many organizations sought to regain control of the IT department and hired a Chief Data Processing Officer
 - d) Is credited to the U.S. Navy when it used a project management approach to manage the Polaris missile project.
 - e) Began in the late 1960s and early 1970s with a defense project called ARPANET that eventually led to the Internet.
3. Waterfall is an iterative development approach while Agile is a structured development approach.
☐ a. True
☒ b. False
4. Project Risk Management
 - a) focuses on coordinating the project plan's development, execution, and control of changes.
 - b) includes identifying the project phases and activities and estimating, sequencing, and assigning resources.
 - c) focuses on planning, developing, and managing the quality environment allowing the project to meet or exceed stakeholder expectations.
 - d) **focuses on identifying and responding appropriately to risks that can impact the project.**
 - e) is concerned with acquiring project resources that are outside the organization.
5. Development of the project charter is the responsibility of the project sponsor.
☐ a. True
☒ b. False
6. Calculate the Net Present Value for a project with the following cash flows: Year 0: (\$5,000) Year 1: \$10,000 Year 2: \$10,000 Year3: (\$2,000). The discount rate is 5%.
 - a) \$19,209.75
 - b) **\$14,209.75**
 - c) \$18,840.25
 - d) \$23,840.25
 - e) \$12,350.00
7. Stakeholders are individuals, groups, or even organizations that have a stake or claim in the project's outcome.
☒ a. True
☐ b. False
8. Higher potential for conflict and poor response time are disadvantages of:
 - a) The Functional Organization
 - b) **The Matrix Organization**
 - c) The Project Organization
 - d) The Informal Organization
 - e) The Formal Organization
9. According to the text, most real-world estimating is made using top-down estimating.
☐ a. True
☒ b. False

10. An estimation technique characterized by the dividing the project into smaller modules and then directly estimating the time and effort in terms of person-hours, person-weeks, or person-months for each module best describes
- a) Guesstimating
 - b) Delphi Technique
 - c) Time Boxing
 - d) Top-Down Estimating
 - e) **Bottom-Up Estimating**
11. The kick-off meeting brings closure to the planning phase of the project.
- a. **True**
 - b. False
12. The technique used to help manage the Polaris submarine project and which bases activity estimates on probabilistic estimates of three scenarios is most closely associated with:
- a) Project Network Diagrams
 - b) Gantt Charts
 - c) **PERT**
 - d) Activity on the Node
 - e) Critical Path Analysis

Answer the question briefly:

1. What is the role of a project sponsor?

Ans: The project sponsor may be the client, customer, or high-level executive who plays the role of champion for the project by providing resources, making project-related decisions, giving direction, and publicly supporting the project when needed.

2. What is meant by project tasks being interdependent? Provide an example of two inter-dependent tasks.

Ans: The work to deliver a product, service, or system requires many related tasks or activities. These tasks become interdependent when some tasks require the completion of other tasks. Often the delay of one task can affect other subsequent, dependent tasks. For example, a network cannot be installed until a server and other hardware is delivered.

3. What is a project methodology?

Ans: The step-by-step activities, processes, tools, quality standards, controls, and deliverables that are defined for a project. Project methodologies provide a systematic way to plan, manage, and execute the work to be completed by prescribing phases, processes, tools, and techniques to be followed..

4. Describe the “Execute Project Plan” phase of the project life cycle.

Ans: The execute project plan phase concentrates on the design, development, and delivery of the project’s product, service, or system. Moreover, the controls defined in the planning phase now allow the project stakeholders to compare the project’s planned progress with the actual progress in terms of the work being completed on time, within budget, and within quality standards so as to achieve the business value envisioned. At the end of this phase, the team implements or delivers a completed product, service, or information system to the organization.

5. What is Project Quality Management?

Ans: Quality management focuses on planning, developing, and managing a quality environment that allows the project to meet stakeholder needs or expectations.

6. What is Project Procurement Management?

Ans: Projects often require resources (people, hardware, software, etc.) that are outside the organization. Procurement management makes certain that these resources are acquired properly.

7. What are project objectives?

Ans: Project objectives support the MOV. More specifically, project objectives include scope (the project work to be completed), schedule (time), budget (money), and quality (conformance or fitness for use). The difference is that a project's MOV becomes a measure of success, while objectives are important, but not necessarily sufficient conditions for success.

8. What is economic feasibility?

Ans: Although a cost/benefit analysis will be conducted to look at the alternatives in greater depth, some alternatives may be too costly or simply not provide the benefits envisioned in the problem statement. Conducting an economic feasibility should serve as a reality check for each option or alternative.

9. What are some important attributes of a good project manager?

Ans:

- The ability to communicate with people
- The ability to deal with people
- The ability to create and sustain relationships
- The ability to organize

10. What is offshoring or offshore outsourcing?

Ans: Offshoring is the outsourcing of jobs overseas. This type of outsourcing allows an organization to take advantage of labor arbitrage (i.e., cheap labor) by procuring a product or service from a supplier that operates in another country.

11. Briefly describe the validate scope process.

Ans: Project scope validation is the scope management process that provides a mechanism for ensuring that the project deliverables are completed according to the standards. A checklist is maintained for ensuring that the deliverables are completed—and completed correctly. The checklist items include: MOV, Deliverables, Quality standards, Milestones, Review and acceptance.

12. Why is it important to define the project's scope accurately and completely?

Ans: The procedures for defining and managing the scope of a project must be communicated and understood by all of the project's stakeholders to minimize the likelihood of misunderstandings. Moreover, the project's scope must align and support the project's MOV. Why spend time and resources to perform work that will not add any value to the organization or help the project achieve its MOV? Again, work that does not add value consumes valuable time and resources needlessly. Describe the relationship among scope, schedule, and budget.

13. What is a scope statement? What purpose does it serve?

Ans: A scope statement documents the project sponsor's needs and expectations. It serves to clarify what work is within the scope boundary as well as what work is outside of the scope boundary and therefore not to be included.

14. What is the payback method? Why would someone be interested in doing a payback analysis for a project?

Ans: The payback method determines how long it will take to recover the initial investment. The payback period for an investment can be calculated using: $\text{Payback Period} = \text{Initial Investment} / \text{Net Cash Flow}$. The

payback period is useful for highlighting the risk of a particular investment because a riskier investment will have a longer payback period than a less risky investment.

15. Why should the project manager ensure that the project resources are leveled?

Ans: The project manager should ensure that the project resources are leveled to prevent resources from being over allocated – that is requiring the same resource to be utilized on more than one task at the same time.

16. What is a task? Provide three examples of some typical tasks in a project.

Ans: Tasks, or activities, define the actions needed to complete each deliverable of a project. Some examples could be:

- Define user requirements
- Set up server
- Train users

17. What is the difference between lead and lag?

Ans: Lead time is the amount of time by which the start or finish of two or more activities may overlap each other. Lag time is the time delay between the start or finish of one activity and the start or finish of another.

18. When does the project manager or team have the authority to begin executing the project plan?

Ans: Once the project schedule and project budget has been approved by the project client or upper management it becomes the baseline plan and then the project manager and team has the authority to begin executing the plan.