Project Management - POLYTECH - Annee 2016/2017

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Première Partie : QCM

		Answer	
Q1 :	A **SMART** objective is :		
a -	Open-ended *(ouvert, sans spécification de date d'achèvement)*		
b-	Intelligent		
c-	Measurable *(mesurable)*	✓	✓
d-	Flexible		

		Answer	
Q2 :	All the following are **characteristics of a project except** :		
a -	Unique		
b-	No Time limitation (pas limité dans le temps)	✓	✓
c-	Clear objective with Specific Delivery		
d-	Temporary		

		Answer	
Q3 :	To create the **WBS** for the project, you can use as technique :		
a -	Top-Down	✓	
b-	Bottum Up		
c-	Mind-mapping Technique		- 1
d-	All of the above *(Tout ce qui précède)*	✗	

		Answer	
Q4 :	**Critical path** is:		
a -	The time it takes to finish the project completing only the critical activities		
b-	Difference between end time and start time of project		
c-	The sequence of activities that represents the longest path through a project, which determines the shortest possible project duration	✓	✓
d-	The sequence of activities that represents the shortest path through a project, which determines the longest possible project duration		

Q5 :	When there are **multiple critical paths** in a project:	Answer
a -	The risk is less as it is divided between the paths	
b-	The risk is more as the risk of delay is more	✓
c-	Risk depends on how the critical path is calculated	
d-	There is no risk as the paths cancel it out	

Q6 :	Software Project A took 5 months to complete. Project B, very similar to Project A will probably take about 5 months to complete. **This expert judgement technique** is:	Answer
a -	Analogous estimating	✓
b-	Critical path method	
c-	Parametric estimation	
d-	"What if " Scenario	

Q7 :	**Crashing Technique** :	Answer
a -	Is a schedule compression technique	
b-	Increases cost	
c-	Is achieved by adding resources	
d-	All of the above *(Tout ce qui précède)*	✓

Q8 :	**Lag** results in _____ of successor activity:	Answer
a -	Acceleration	
b-	Delay (by adding waiting time)	✓
c-	Tracking	
d-	Regression	

Q9 :	A **float** is :	Answer
a -	The reduction of the overall project duration by using buffers	
b-	The addition of time to delay the start of an activity	
c-	The period of time which a task has available for flexibility in its start or finish.	✓
d-	The reduction of the overall project duration by adding additional resources	

		Answer
Q10 :	In a **functional** organization structure, the **PM's authority** is:	
a -	Little or None	✓
b-	Low to moderate	
c-	Moderate to High	
d-	High to almost total	

		Answer
Q11 :	What does the acronym **RACI** commonly stand for in project management?	
a -	Risk Analysis and Caution Initiative	
b-	Remote, Attached, Connected, Integrated	
c-	Responsible, Accountable, to be Consulted, to be Informed	✓
d-	Randomly Accessible Cashflow Information	

		Answer
Q12 :	In the **Resources Planning phase** , the PM :	
a -	Performs the required actions to obtain the people needed to achieve the project goals	
b-	Improves the competencies and interaction of team members to enhance Project Performances	
c-	Performs the required actions to identify the resources required in the project, producing Role , Responsibilities, Reporting and Relationships	✓
d-	Tracks team members performance, providing feedback, managing and resolving issues and conflicts, encouraging collaborative decision making	

		Answer
Q13 :	When an **individual's lowest level needs are met, the next level's needs are his Safety / Security**. This forms the basis of: (Lorsque le plus bas niveau des besoins d'un individu sont satisfaits, les besoins de la prochaine niveau sont sa Sûreté / Sécurité. Ceci forme la base de:)	
a -	Theory X	
b-	Maslow's Hierarchy	✓
c-	Theory y	
d-	None of the above (Aucune de ces réponses)	

		Answer
Q14 :	Some managers believe that **people do not work willingly and must be watched and managed continuously**. They are of type: (Certains Managers croient que les gens ne travaillent pas volontairement et doivent être surveillés et gérés en continu)	
a -	Theory X	✓
b-	Theory Y	
c-	Theory XY	
d-	Theory V	

	Answer
Q15 : The **five stages** of Tuckman's theory / model of teamwork theory are :	
a - Forming, storming, norming, performing, adjourning	√ √
b- Forming, storming, norming, reforming, adjourning	
c- Forming, norming, reforming, performing, adjourning	
d- Planning, forming, storming, performing, adjourning	

	Answer
Q16 : You just found out that the company that you were planning to use in your project is known for being late in delivering their products that can lead to losses to your project. **You decide to go with a different company to _____ the risk.** (Vous venez de découvrir que la société que vous aviez l'intention d'utiliser dans votre projet est connue pour être en retard dans la livraison de leurs produits, ce qui peut conduire à des pertes pour votre projet. Vous décidez d'aller avec une autre société à _____ le risque)	
a - Accommodate / Smooth	
b- Collaborate / Problem Solve	
c- Compromise / Reconcile (Bargaining)	
d- Avoid / Withdraw	√ √

	Answer
Q17 : **Theory Y** assumes employees:	
a - Are self-motivated	√ √
b- Have to be micro-managed	
c- Work only for money	
d- Are not ambitious	

	Answer
Q18 : Some examples of **hygiene factors in Herzberg's motivation theory** are:	
a - Salary, Work conditions, Job security	√ √
b- Pay, Working conditions, awards	
c- Pay, Promotion, Salary	
d- Pay, Promotion, Free lunch	

Note : 6.5 /7

		Answer

Q19 : In the below schedule network diagram: **3/3**

(Float)

ES		EF
Task, duration		
LS		LF

07APR		08APR
B,2		
10		11
(3)

10APR		10APR
D,1		
12		12
(2)

02APR		06APR
A, 5		
2		6
(0)

07APR		09APR
C,3		
9		11
(2)

13APR		16APR
E,4		
13		16
(0)

17APR		19APR
F,3		
17		19
(0)

07APR		10APR
G,4		
7		10
(0)

11APR		12APR
H,2		
11		12
(0)
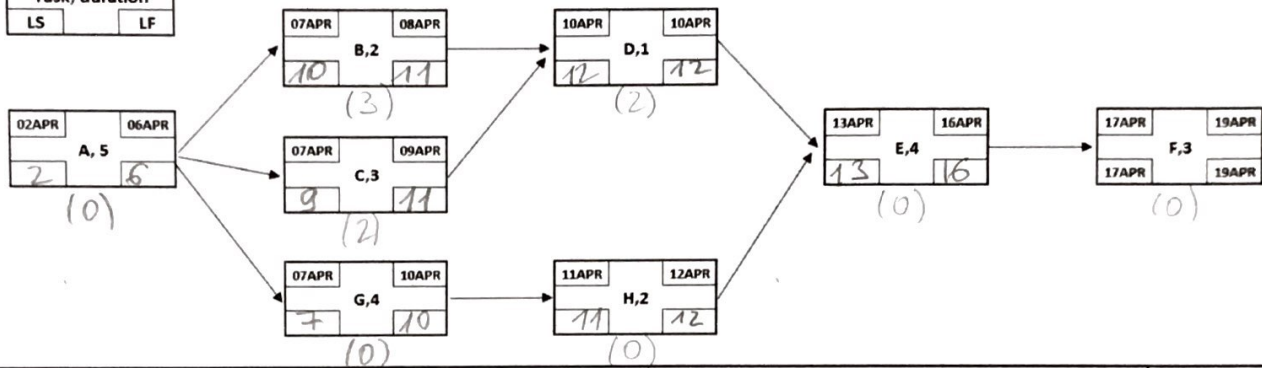
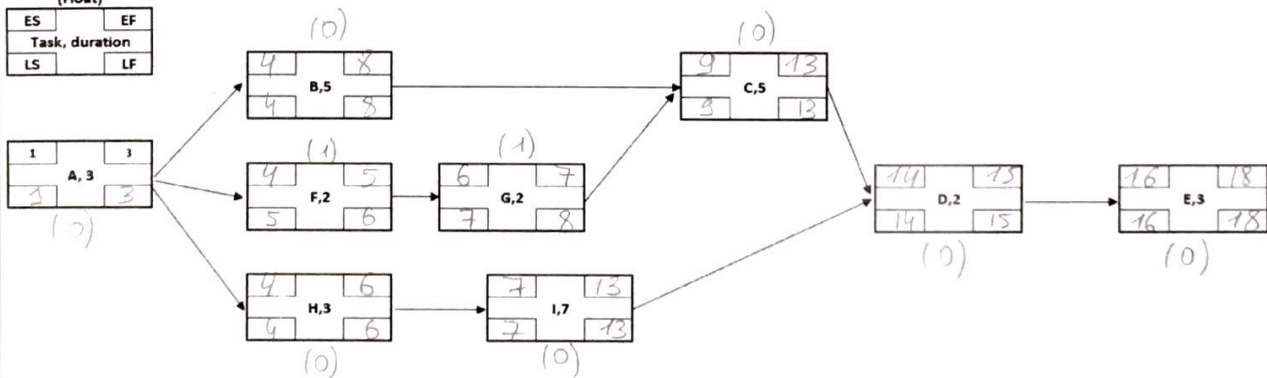| a -	Calculate Backward pass : Late Finish – duration = Late Start --> add in the diagram the LF/LS
b-	Calculate the float per activity --> add them as ( ) in the diagram
c-	What is the critical Path : ___A - G - H - E - F___

		Answer

Q20 : Use the below diagram to **calculate Forward pass and Backward pass** :   **3,5 /4**

(Float)

ES		EF
Task, duration		
LS		LF

(0)
4		8
B,5		
4		8

(0)
9		13
C,5		
3		13

1		3
A, 3		
1		3
(0)

(1)
4		5
F,2		
5		6

(1)
6		7
G,2		
7		8

14		15
D,2		
14		15
(0)

16		18
E,3		
16		18
(0)

4		6
H,3		
4		6
(0)

7		13
I,7		
7		13
(0)

What is the **total of all the floats of path ABCDE and AHIDE :**

a -	4d
b-	0d
c-	-4d
d-	Can not be determined with the information provided

Question : what does it mean ?

The two paths are critical. => 2 x plus de risque   -0.5