**Part One IT Project Management**

1 Approximately what percentage of the world’s gross domestic product is spent on projects?(b)

a.10 percent b. 25 percent c.50 percent d. 75 percent

2.Which of the following is a not a potential advantage of using good project management? (c)

a. Shorter development times

b. Higher worker morale

c. Lower cost of capital

d. Higher profit margins

3.A \_\_\_\_is a temporary endeavor undertaken to create a unique product,service,or result? (c)

a.program b.process c.project d.portfolio

4.Which of the following is not an attribute of a project? (d)

a.projects are unique

b.projects are developed using progressive elaboration

c.projects have a primary customer or sponsor

d.projects involve little uncertainty

5.Which of the following is not part of the triple constraint of project management? (c)

a.meeting scope goals

b.meeting time goals

c.meeting communications goals

d.meeting cost goals

6.\_\_\_\_\_\_is the application of knowledge,skills,tools and techniques to project activities to meet project requirement. (a)

a.Project management

b.Program management

c.Project portfolio management

d.Requirements management

7.Project portfolio management addresses \_\_\_\_\_\_\_ goals of an organization ,while project management addresses \_\_\_\_\_\_\_goals.(a)

a.strategic（战略）,tactical（战术）

b. tactical（战术）, strategic（战略）

c.internal,external

d.external,internal

8.Several application development projects done for the same functional group might best be managed as part of a \_\_\_\_\_.(b)

a. portfolio b. program c.investment d.collabortive

9.Which of the following is not one of the top ten skills or competencies of an effective project manager?(d)

a. people skills b. leadership c. intergrity d. technical skills

10.What is the certification program called that the Project Management Institute provides?(b)

a.Certified Project Manager(CPM)

b.Project Mangement Professional(PMP)

c.Project Management Expert(PME)

d.Project Management Mentor(PMM)

**Part Two The Project Management and Information Technology Context**

1. Which of the following is not part of the three-sphere model for systems management?(b)

a.business b.information c.technology d.organization

1. Which of the four frames of organization addresses how meetings are run,employee dress codes,and expected work hours?(d)

a.strutural b.human resources c.political d.symbolic

1. Personnel in a\_\_\_\_\_\_organizational structure often report to two or more bosses.(c)

a.functional b.project c.matrix d.hybird

1. Project work is most successful in an organizational culture where all of the following characteristics are high except\_\_\_\_\_\_.(d)

a.member identity b.group emphasis c.risk tolerance d.control

1. A\_\_\_\_\_is a product or service,such as a technical report,a training session,or hardware,producted or provided as part of a project.(a)

a.deliverable b.product c.work package d.tangible goal

1. Which of the following is not a phase of the traditional project life cycle?(a)

a.systems analysis b. concept c.development d. implementation

1. What is the term used to describe a framework of the phases involved in developing information systems?(a)
2. systems development life cycle
3. rapid application development
4. predictive life cycle
5. extreme programming
6. Another name for phase exit is a\_\_\_\_\_point.(d)

a.review b.stage c.meeting d.kill

1. The nature of information technology projects is different from projects in many other industries because they are very\_\_\_\_\_.(c)

a.expensive b.technical c.diverse d.challenging

1. What term is used to describe when an organization acquires goods and/or sources from an ouside source in another country?(b)

a.globalization b.offshoring(离岸外包) c.exporting d.global sourcing

**Part Three Project Management Process Groups: A Case Study**

1. A\_\_\_\_\_is a series of actions directed toward a particular result.(b)

a.goal b.process c.plan d.project

2.\_\_\_\_\_\_\_processes include coordinating people and other resources to carry out the project plans and produce the products,services,or result of the project or phase.(c)

a.Initiating b.Planning c.Executing d.Monitoring and controlling e.Closing

3.Which process group normally requires the most resources and time?(c)

a.Initiating b.Planning c.Executing d.Monitoring and controlling e.Closing

4.What methodology was developed in the U.K.,defines 45 separate subprocesses,and organizes these into eight process groups?(d)

a.Six Sigma b.RUP c.PMBOK Guide d.PRINCE2

5.Which of the following outputs is often completed before initiating a project?(b)

a.stakeholder register b. business case c.project charter d.kick-off meeting

6.A work breakdown structure,project schedule,and cost estimates are outputs of the\_\_\_\_\_process.(b)

a.Initiating b.Planning c.Executing d.Monitoring and controlling e.Closing

7.Initiating involves developing a project charter,which is part of the project\_\_\_\_\_\_management knowledge area.(a)

a.intergration b.scope c.communication d.risk

8.\_\_\_\_\_\_involves measuring progress toward project objectives and taking corrective action.(d)

a.Initiating b.Planning c.Executing d.Monitoring and controlling e.Closing

9.What type of report do project teams create to reflect on what went right and what went wrong with the project?(a)

a.lessons-learned report

b.progress report

c.final project report

d.business case

10.Many people use\_\_\_\_\_\_to have a standard format for preparing various project management docunments.(b)

a.methodologies b.templates c.project management software d.standards

**Part Four Project Integration Management**

1. Which of the following processes is not part of project integration management?(a)
2. develop the project business case
3. develop the project charter
4. develop the project management plan
5. close the project or phase
6. What is the last step in the four-stage planning process for selecting information technology projects?(d)
7. information technology strategy planning
8. business area analysis
9. mind mapping
10. resource allocation
11. Which of the following is not a best practice for new product development projects?(b)
12. align projects and resources with business strategy
13. select projects that will take less than two years to provide payback
14. focus on customer needs in identifying projects
15. assign project managers to lead projects

4.A new government law requires an organization to report data in a new way.Under which category would a new information system project to provide this data fall?(c)

a.problem b.opportunity c.directive d.regulation

5.If estimates for total discounted benefits for a project are $120,000 and total discounted costs are $100,000,what is the estimated return on investment(ROI)?(c)

a. $20,000 b. $120,000 c.20 percent d.120 percent

6.A\_\_\_\_\_is a document that formally recognizes the existence of a project and provides direction on the project’s objectives and management.(a)

a.project charter b.contract c.business case d.project management plan

7.Which of the following items is not normally included in a project charter?(d)

a.the name of the project manager

b.budget information

c.stakeholder signatures

d.a Gantt chart

8.\_\_\_\_\_\_ensures that the descriptions of the project’s products are correct and complete.(a)

a.Configuration management

b.Integrated change control

c.Intergration management

d.A change control board

9.Which of the following is not a suggestion for performing integrated change control?(b)

a.use good configuration management

b.minimize change

c.establish a formal change control system

d.view project management as a process of constant communication and negotiation

1. What tool and technique is used for all of the other project integration management processes?(c)
2. project management software
3. templates
4. expert judgment
5. all of the above

**Part Five Project Scope Management**

1.\_\_\_\_\_\_\_refer(s) to all the work involved in creating the products of the project and the processes used to create them.(c)

a.Deliverables b.Milestones c.Scope d.Product development

1. Which tool or technique for collecting requirements is often the most expensive and time consuming?(a)

a.interviews b.focus groups c.surveys d.observation

1. A\_\_\_\_\_is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project.(b)

a.scope statement b.WBS c.WBS dictionary d.work package

1. What approach to developing a WBS involves writing down or drawing ideas in a nonlinear format?(d)

a.top-down b.bottom-up c.analogy d.mind mapping

1. Assume you have a project with major categories called planning,analysis,design,and testing.What level of the WBS would these items fall under?(c)

a.0 b.1 c.2 d.3

1. Which of the following is not a best practice that can help in avoiding scope problems on information technology projects?(d)
2. Keep the scope realistic
3. Use off-the-shelf hardware and software whenever possible
4. Follow good project management processes
5. Don’t involve too many users in scope management
6. What major restaurant chain terminated a large project after spending $170 million on it,primarily because they realized the project scope was too much to handle?(c)

a.Burger King b.Pizza Hut c.McDonald’s d.Taco Bell

1. Scope\_\_\_\_\_is often achieved by a customer inspection and then sign-off on key deliverables.(a)

a.vertification b.validation c.completion d.close-out

1. Which of the following is not a suggestion for improving user input?(d)
2. Develop a good project seletion process for information technology projects
3. Have users on the project team.
4. Co-locate users with developers.
5. Only have meetings as needed,not on a regular basis
6. Project management software helps you develop a\_\_\_\_\_\_,which serves as a basis for creating Gantt charts,assigning resources,and allocating costs.(c)

a.project plan b.schedule c.WBS d.deliverable

**Part Six Project Time Management**

1. What is the first process in planning a project schedule?(b)
2. defining milstones
3. defining activities
4. estimating activity resources
5. sequencing activity sequencing
6. Predecessors,successors,logical relationship,lead and lags,resource requirements,constraints,imposed dates,and assumptions are all examples of\_\_\_\_.(d)
7. items in an activity list
8. items on a Gantt chart
9. milstone attributes
10. activity attributes
11. As the project manager for a software development project,you are helping to develop the project schedule.You decide that writing code for a system should not start until users sign off on the analysis work.What type of dependency is this?(c)

a.technical b.mandatory c.discretionary d.external

1. You cannot start editing a technical report until someone else completes the first draft.What type of dependency does this represent?(a)

a.finish-to-start b.start-to-start c.finish-to-finish d.start-to-finish

1. Which of the following statements is false?(b)

a.A resourse breakdown structure is hierarchical structure that identifies the project’s resources by category and type.

b.Duration and effort are synonymous terms.

c.A three-point estimate is an estimate that includes an optimistic,most likely,and pessimistic estimate.

d.A Gantt chart is a common tool for displaying project schedule information.

1. What symbol on a Gantt chart represents a slipped milstone?(d)

a.a black arrow b.a white arrow c.a black diamond d.a white diamond

1. What type of diagram shows planned and actual project schedule information?(c)

a. a network diagram

b. a Gantt chart

c. a Tracking Gantt chart

d a milstone chart

8.\_\_\_\_\_\_is a network diagramming technique used to predict total project duration.(a)

a. PERT

b. A Gantt chart

c. Critical path method

d.Crashing

9.Which of the following statement is false?(d)

1. ”Growing grass”was on the critical path for a large theme park project.
2. The critical path is the series of activities that determine the earliest time by which a project can be completed.
3. A forward pass through a project network diagram determines the early start and early finish dates for each activity.
4. Fast tracking is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.

10.\_\_\_\_\_\_is a method of scheduling that consider limites resources when creating a project schedule and includes buffers to protect the project completion date.(d)

a. Parkinson’s Law

b. Murphy’s Law

c. Critical path analysis

d. Critical chain scheduling

**Part Seven Project Cost Management**

1.\_\_\_\_\_\_is a resource sacrificed or foregone to achieve a specific objective or something given up in exchange.(d)

a.Money b.Liability c.Trade d.Cost

2.What is the main goal of project cost management?(b)

a. to complete a project for as little cost as possible

b. to complete a project within an approved budget

c. to provide truthful and accurate cost information on projects

d. to ensure that an organization’s money is used wisely

1. Which of the following is not a key output of project cost management?(b)
2. Activity cost estimates
3. a cost management plan
4. updates to the peoject management plan
5. a cost performance baseline

1. If a company loses $5for every $100 in revenue for a certain product,what is the profit margin for that product?(a)
2. -5 percent b. 5 percent c. -$5 d.$5
3. \_\_\_\_\_\_reserves allow for future situation that are unpredictable.(c)
4. Contingency b. Financial c. Management d. Baseline
5. You are preparing a cost estimate for building based on its location,purpose,number of square feet,and other characteristic.What cost estimating technique are you using?(a)
6. parametric b. analogous c.bottom-up d. top-down
7. \_\_\_\_\_\_\_involves allocating the project cost to individual work items over time.(c)
8. Reserve analysis
9. Life cycle costing
10. Project cost budgeting
11. Earned value analysis
12. \_\_\_\_\_is a project performance measurement technique that integrates scope,time,and cost data.(d)
13. Reserve analysis
14. Life cycle costing
15. Project cost budgeting
16. Earned value analysis
17. If the actual cost for a WBS item is $1500 and its earned value was $2000,what is its cost variance,and is it under or over budget?(d)
18. the cost variance is -500$,which is over budget
19. the cost variance is -500$,which is under budget
20. the cost variance is 500$,which is over budget
21. the cost variance is 500$,which is under budget
22. If a project is halfway completed and its schedule performance index is 110 percent and its cost performance index is 95 percent,how is it progressing?(b)
23. it is ahead of schedule and under budget
24. it is ahead of schedule and over budget
25. it is behind schedule and under budget
26. it is behind schedule and over budget

**Part Eight Project Cost Management**

1. \_\_\_\_\_\_\_is the degree to which a set of inherent characteristic fulfils requirements.(a)
2. Quality b. Conformance to requirement c. Fitness for use d. reliability
3. What is the purpose of project of project quality management?(c)
4. to produce the highest quality products and services possible
5. to ensure that appropriate quality standards are met
6. to ensure that the project will satisfy the needs for which it was undertaken
7. All of the above
8. \_\_\_\_\_\_generates ideas for quality improvements by comparing specific project practice or product characteristic to those of other projects or products within or outside the performing organization.(d)
9. Quality audits
10. Design of experiments
11. Six Sigma
12. Benchamarking
13. What tool could you use to see if there is a relationship between two variables?(d)
14. a cause-effect diagram
15. a control chart
16. a run chart
17. a scatter diagram
18. What tool could you use to determine whether a process is in control or out of control?(b)
19. a cause-effect diagram
20. a control chart
21. a run chart
22. a scatter diagram
23. Six Sigma’s target for perfection is the achievement of no more than\_\_\_\_\_\_defects,error,or,mistakes per million opportunities.(c)
24. 6 b. 9 c. 3.4 d. 1
25. The seven run rule states that if seven data points in a row on a control chart are all below the mean,above the means,or all increasing or decreasing,then the process needs to be examined for\_\_\_\_\_\_\_problems.(b)
26. random b. non-random c. Six Sigma d. quality
27. What is the preferred order for performing testing on information technology projects?(a)
28. Unit testing,integration testing,system testing,user acceptance testing
29. Unit testing, system testing, integration testing,user acceptance testing
30. Unit testing,system testing,user acceptance testing,integration testing
31. Unit testing,integration testing,user acceptance testing,system testing
32. \_\_\_\_\_\_\_is known for his work on quality control in Japan and developed the 14 Points for Management in his text Out of the Crisis.(b)
33. Juran b. Deming c. Crosby d. lshikawa
34. PMI’s OPM3 is an example of model or framework for helping organization improves their processes and systems.(c)
35. Benchamarking b. Six Sigma c.maturity d. quality

**Part Nine Project Human resource Management**

1.Which of the following is not part of project human resource management.(a)

a. Resource estimating

b. Acquiring the project team

c. Developing the project team

d. Managing the project team

2. \_\_\_\_\_\_\_causes people to participate in an activity for their own enjoyment.(a)

a. Intrinsic motivation

b. Extrinsic motivation

c. Self motivation

d. Social motivation

3.At the bottom of Maslow’s pyramid or hierarchy of needs are\_\_\_\_\_\_\_needs.(d)

a.self-actualization b.esteem c.safety d.physiological

1. According to McClelland’s acquired needs theory,people who desire harmonious relations with other people and need to feel accepted have a high\_\_\_\_\_\_need.(c)

a.social b.achievement c. affiliation d. extrinsic

1. \_\_\_\_\_\_power is based on a person’s individual charisma.(b)

a. Affiliation b.Referent c. Personality d.Legitimate

1. A\_\_\_\_\_\_\_maps the work of a project as describe in the WBS to the people responsible for performing the work.(d)
2. project organization chart
3. work definition and assignment process
4. resource histogram
5. responsibility assignment matrix
6. A staffing management plan often includes a resource\_\_\_\_\_\_.which is a column chart that shows the number of resources assigned to the project over time.(c)

a.chart b.graph c.histogram d.timeline

8. What technique can you use to resolve resources conflicts by delaying tasks?(b)

a.resource loading b.resource leveling c.critical path analysis d.overallocation

9.What are the five stages in Tuckman’s model of team development,in chronological order.(a)

a. forming,storming,norming,performing,and adjourning

b. storming,forming,norming,performing,and adjourning

c. norming,forming,storming, performing,and adjourning

d. forming,storming, performing, norming,and adjourning

10.Which of the following is not a tool or technique for managing project teams?(d)

1. observation and conversation
2. project performance appraisals
3. issue logs
4. Social Styles Profile

**Part Ten Project Communications Management**

1. What do many experts agree is the greatest threat to the success of any project?(b)
2. lack of proper funding
3. a failure to communicate
4. poor listening skills
5. inadequate staffing
6. Which communication skill(intricts) is most important for information technology professionals for career advancement?(c)

a.writing b.listening c.speaking d.using communication technologies

1. Which of the following is not a process in project communications management?(a)
2. information planning
3. information distribution
4. performance reporting
5. managing stakeholders
6. What popular book illustrates the concept that people are not interchangeable parts and uses the analogy that you cannot take nine women and produce a baby in one mouth?(d)
7. Covey’s 7 Habits of Highly Effective People
8. Goldratt’s Critical Chain
9. Gates’s Business @the Speed of Thought
10. Brooks’s The Mythical Man-Month
11. If you add three more people to a project team of five,how many more communications channels will you add?(d)
12. 2 b. 12 c. 15 d. 18
13. A\_\_\_\_\_\_report describes where the project stands at a specific point in time.(a)

a.status b.performance c.forecast d.earned value

1. What tool can you use to help manage stakeholders by ranking scope,time,and cost goals in order of importance and provide guidelines on balancing these constraints?(c)
2. triple constraint matrix
3. expectations matrix
4. issue log
5. priority log
6. You have two project stakeholders who do not get along at all.You know they both enjoy traveling,so you discuss great travel destination when they are both in the room together to distract them from arguing with each other.What conflict-handling mode are you using?(c)

a.confrontation b.compromise c.smoothing d.withdrawal

1. Which of the following is not a guideline to help improve time spent at meetings?(b)
2. Determine if a meeting can be avoided.
3. Invite extra people who support your project to make it run more smoothly.
4. Define the pupose and intended outcome of the meeting
5. Build relationship
6. A\_\_\_\_\_report is a reflective statement docummenting important things that people learned from working on the project.(b)
7. final project
8. lessons-learned
9. project archive
10. progress

**Part Eleven Project Risk Management**

1.\_\_\_\_\_is an uncertainty that can have a negative or positive effect on meeting project objective.(d)

a. Risk utility b.Risk tolerance c.Risk management d.Risk

2. A person who is risk-\_\_\_\_\_\_\_receives greater satisfaction when more payoff is at stake and is willing to pay a penalty to take risks.(b)

a.averse b.seeking c.neutral d.aware

3.Which risk management process involves prioritizing risks based on their probability and impact of occurrence?(c)

a.planning risk management

b.identifying risks

c.performing qualitative risk analysis

d. performing quantitative risk analysis

4.Your project involves using a new release of a common software application,but if that release is not available,your team has\_\_\_\_\_\_\_plans to use the current release.(a)

a.contingency b.fallback c.reserve d.mitigation

5.Which risk identification tool involves deriving a consensus among a panel of experts by using anonymous input regarding future events?(d)

a.risk breakdown structure

b.brainstorming

c.interviewing

d.Delphi technique

6.A risk\_\_\_\_\_\_\_is a docunment that contains result of various risk management processes,often displayed in a table or spreadsheet format.(b)

a.management plan

b.register

c.breakdown structure

d.probability/impact matrix

7.\_\_\_\_\_\_\_are indicators or symptoms of actual risk events,such as a cost overrun on early activities being a symptom of poor cost estimates.(d)

a.Probabilities b.Impacts c.Watch list items d.Triggers

1. Suppose there is a 30 percent chance that you will lose $10,000and a 70 percent chance that you will earn $100,000 on a particular project.What is the project’s estimated monetary value?(c)

a.-$30,000 b.$70,000 c.$67,000 d.-$67,000

9.\_\_\_\_\_\_\_\_is a quantitative risk analysis tool that uses a model of a system to analyze the expected behavior or performance of the system.(a)

a.Simulation b.Sensitivity analysis c.Monte Carlo analysis d. EMV

10.Your project team has decided not to use an upcoming release of software because it might cause your schedule to slip.Which negative risk response stratege are you using?(a)

a. avoidance b.acceptance c.transference d.mitigation

**Part Twelve Project Procurement management**

1. What IT function has the largest percentage of work outsourced?(b)
2. application development
3. disaster recovery
4. application maintenance
5. help desk support
6. Your organization hired a specialist in a certain field to provide training for a short period of time.Which reason for outsourcing would this fall under?(c)
7. reducing costs
8. allowing the client organization to focus on its core business
9. accessing skills and technologies
10. providing flexibility
11. In which project procurement management process in an RFP often written?(a)
12. planning procurements(采购计划)
13. conducting procurements
14. administering procurements
15. selecting sellers
16. An item you need for a project has a daily lease cose of $200.To purchase the item,there is an investment cost of $6,000 and a daily cost of $100.Calculate the number of days when the lease cost would be the same as the purchase cost.(d)
17. 30 b. 40 c. 50 d. 60
18. Which type of constract has the least amount of risk for the buyer?(a)
19. fixed-price
20. cost plus incentive fee(CPIF)
21. time and material
22. cost plus fixed fee(CPFF)
23. The\_\_\_\_\_\_is the point at which the contractor assumes total responsibility for each additional dollar of contract cost.(d)
24. breakeven point
25. Share Ratio Point
26. Point of Reconciliation
27. Point of Total Assumption
28. If your college or university wanted to get information from potential sellers for providing a new sports stadium,what type of docunment would they require of the potential.(c)
29. RFP b. RFQ c.proposal d.quote
30. Buyers often prepare a\_\_\_\_\_\_\_list when selecting a seller to make this process more manageable.(b)

a.preferred b.short c.qualified suppliers d.BAFO

9. A proposal evaluation sheet is an example of a(n)\_\_\_\_\_\_.(d)

a. RFP b.NPV analysis c.earned value analysis d. weighted scoring model

10.\_\_\_\_\_\_\_\_\_is a term used to describe various procurement functions that are now done electronically.(a)

a.E-procurement b.eBay c.E-commerce d.EMV