



Project management

QUIZ NAVIGATION

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1

2

3

4

5

6

7

8

9

10

11

Next

Time left 0:34:28

Start a new preview

Mostra/Nascondi Calcolatrice

NAVIGATION

Dashboard

Site home

Current course

Participants

General

PM Exam 29/01/2021 17:00

PM Exam 12/02/2021 17:00

PM Exam 25/06/2021 14:00

PM Exam 07/09/2021 11:00

pre-exam brief PM 12/02/2021

My courses

ADMINISTRATION

Quiz administration

Edit settings

Group overrides

User overrides

Edit quiz

Preview

Results

Locally assigned roles

Permissions

Check permissions

Filters

Logs

Backup

Restore

Question bank

Course administration

Switch role to...

You can preview this quiz, but if this were a real attempt, you would be blocked because: This quiz is not currently available

Question 1

Not yet answered

Not graded

Flag question

Edit question

PM Exam (date)

Exam Time : 105 minutes

Exam Content :

- 3 closed-ended questions x 1 point/each = max 9 points;
- 3 open-ended exercises x 2 points/each = max 6 points;
- 1 open-ended exercise x 3 points = max 3 points.

Maximum grade : 18

Minimum grade to pass : 10

Exam Rules :

- Closed-ended questions : select one correct answer
- Open-ended questions:
 - Input the numerical result: **mandatory** for the exam Platform proper functionalities;
 - If no numerical input is provided a zero grade for the question is determined;
 - Provide the calculations you have made and steps you have followed to **backup** the numerical result.

Supporting exercise development must be provided by providing formulae approach and relevant calculations in the essay box following the open ended exercise.

If you need or must provide graphical schemes of charts, use your pen, pencil to sketch on white sheets and take a snapshot of these graphical supports using webcam.

Development of exercise by hand on paper is not required nor recommended, to avoid double exercise development.

Overall the exercise will be graded considering the numerical input, the supporting development as input in the essay box, and the graphical sketches as snapshot through webcam.

Any formulaic or calculation development by hand writing, supported by screenshot, can be used only if you wish to provide further evidence of your attempt.

Exam context:

The exam is proctored but no ID card nor environment check is required, as we want to reduce bandwidth use and platform lag.

A supporting virtual classroom is activated. Post chat messages as needed.

You can leave this form blank.

Question 2

Not yet answered

Marked out of 1.00

Flag question

Edit question

Which of the following sentences best describe project goal and project objective?

Select one or more:

☐ The goal is about providing organizational benefits. Objective is about deliverables that contribute to the goal.
☐ The goal is realizing an opportunity. Objective fulfillment is necessary for realizing the opportunity.
☐ The goal is the product vision. Objective is about delivering on time, on budget, according to requirements
☐ Different terms for defining what the management wants from the project team, at strategic and execution levels.
☐ The goal is about financials. Objective is about work to be done.

Question 3

Not yet answered

Marked out of 1.00

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The Project Manager is calculating the critical path to determine the negative slack for a project that is behind schedule.

Of the following, what is the most accurate statement about the critical path?

☐ If ahead of schedule, a project can have negative slack.
☐ The critical path is the longest path on the project network diagram.
☐ There can only be one critical path per project.
☐ The least project risk occurs on the critical path.

Question 4

Not yet answered

Marked out of 1.00

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Edit question

Assuming the following activity list:

A. Excavate ventilation shaft from top soil to middle station

B. Excavate ventilation shaft from middle to bottom station

C. Excavate middle station

D. Excavate bottom station

Consider that the middle station can be performed simultaneously to the second ventilation shaft and bottom station tasks.

Which one of the following pictures represents the correct AOA activity network?

A

B

D

C

1)

A

B

D

C

2)

A

B

D

C

3)

A

B

D

C

4)

☐ 2)
☐ 1)
☐ 3)
☐ 4)

Question 5

Not yet answered

Marked out of 1.00

Flag question

Edit question

The Project Manager and the team created the risk register. Which of the following best describes the process they have just completed?

Select one or more:

☐ Plan Risk Responses which entails determining what will be done if risk events occur and who will be responsible for executing those actions.
☐ Identify Risk which entails determining what risks could occur on the project
☐ Perform Qualitative Risk Analysis which entails assigning probability and impact ratings to each risk.
☐ Monitor and Control Risk management which entails observing project activities for risks and implementing the means to control them

Question 6

Not yet answered

Marked out of 1.00

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The contract's expected target cost is 1120 K€. Actual cost is 1020 K€. There is a 50/50% share for any cost savings.

What is the total value of the contract?

☐ 1120 K€
☐ 1050 K€
☐ 1070 K€
☐ 1020 K€

Question 7

Not yet answered

Marked out of 1.00

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Activity A is worth \$200, it is 100% complete, should have been done on day 1, and actually cost \$200.

Activity B is worth \$75, it is 90% complete, should have been done on day 2, and actually cost \$120 so far.

Activity C is worth \$200, it is 75% complete and should have been done on day 3, and has cost \$175 so far.

The total budget is \$1,000.

What is the planned value as of day 2?

☐ \$275.00
☐ \$417.50
☐ \$495
☐ \$575.00

Question 8

Not yet answered

Marked out of 1.00

Flag question

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What best describes the concept of Organizational Project Management?

Select one or more:

☐ An organization-wide framework to deliver strategy objective.
☐ A framework to use portfolio, program, and project management as organizational practices.
☐ An organizational structure where a PMO checks projects progress.
☐ A set of procedures to ensure the Senior Management is updated on all projects.

Question 9

Not yet answered

Marked out of 1.00

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What does NOT belong to cornerstones of the Agile manifesto?

☐ Individuals and interactions over processes and tools.
☐ Working software over comprehensive documentation.
☐ Processes over people.
☐ Customer collaboration over contract negotiation.
☐ Responding to change over following a plan.

Question 10

Not yet answered

Marked out of 1.00

Flag question

Edit question

What are the advantages of the Scrum Framework?

☐ Fine-grained requirements are only defined when they are really needed.
☐ All activities to design, build and test a certain functionality are kept together in one phase.
☐ Changes are expected and welcomed by the Scrum team.
☐ All the given answers.
☐ None of the given answers.

Question 11

Not yet answered

Marked out of 2.00

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A financial services company that serves retail investors has a customer care (CC) support function operating through call centers and consultants.

Total yearly cost of this function is 21ME.

Surveys have shown that most of customers are unsatisfied with current CC's level of service.

The company board has to evaluate a Business Case for a partial digitalization of the CC function. Three options are considered:

1. Do nothing,

2. Use a Software-as-a-Service (SaaS) cloud based packaged solution, or

3. Develop internally a custom tailored application, using an open source stack of software.

The board will evaluate using a decision tree to maximize the Net Present Value (NPV) of the cost saving (reduction in the Ccc) against an initial investment, if any, over a span of 5 years.

Investment are completed before year 1, paid at the beginning of year 1 and the cost reduction will be the same from year 1 to 5.

The decision tree drivers are:

- Initial investment,
- Cost of the Customer Care **after the solution is implemented,**
- Chance of adoption, probability customers will use the solution

Option	Initial investment [M€]	Customer care cost [M€/year]	Chance of adoption [%]
Do nothing	0	21	100
SaaS	1.2	8.4	50%
Custom development	6	4.2	70%

The financial drivers are:

financial gearing = 100% Equity

i: interest rate = ce (cost of equity) = 20%

n = 5 years

Calculate and input the maximum probable NPV resulting from the decision tree, in ME.

To calculate NPV of cost saving use the following formula

$$NPV(Costsavings) = Costsaving \cdot \left[\frac{1 - (1+i)^{-n}}{i} \right]$$

Answer:

Question 12

Not yet answered

Not graded

Flag question

Edit question

Please, write down the formulae development of the previous exercise.

If you need graph or chart to support your development draft them on a sheet of paper and screenshot them in attachment.

Question 13

Not yet answered

Marked out of 2.00

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Edit question

INITIATING - Financing

The table below represents the marginal Planned Values for a six-year-long project.

	0	1	Year	2	3	4	5
qPV [k€/year]	10	25	70	55	25	10	

The project is funded through the following payment scheme:

- 27% of the project BAC is paid by the customer right at the project start;
- 60% of the project BAC is paid by the customer during that year in which the scheduled progress of the project exceeds the 60%;
- The rest is paid by the customer after the project is finished.

The project must be compared to other possible initiatives the following financial data is required:

- Debt = 70%, Equity = 30%;
- Cost of Debt = 5%, Cost of Equity = 5%;
- Corporate Tax Rate = 22%.

The project revenue are equal to the project BAC.

The project would start immediately.

Instructions:

- Take into account up to 3 decimal digits in the calculations.
- Key formula: $NPV = \sum_{t=0}^T (CF_t / (1+i)^t)$

What is the NPV of the project? [k€]

Answer:

Question 14

Not yet answered

Not graded

Flag question

Edit question

Please, write down or take a snapshot using your webcam of the calculations you have made in order to provide the justification for your final value.

Question 15

Not yet answered

Marked out of 2.00

Flag question

Edit question

M&C - Monitoring 1

The monitoring report of a project is shown in the table below:

Task	Predecessor	Duration [Month]	BAC [k€]	%WS	%WP	AC [k€]
A		8	340	100%	100%	340
B	A	4	140	100%	100%	140
C	B	3	110	50%	50%	86
D	A	5	230	100%	30%	75
E	B	10	400	15%	15%	60
F	C	5	150	0%	0%	0
G	D	4	200	12.5%	0%	0

If the project exceeds its baseline planned duration, it will incur into penalties for 50 k€/month or fraction of it.

Overheads account for 27 k€/month.

Assumptions:

- There is no way for the project manager to get the project back on track.
- The activities which have not started yet are supposed to be performed with the same performance (same CPI and SPI) their r has been performed.

Instructions:

- Take into account 3 decimal digits in the calculations.
- Key formulas:
 - $EAC = AC + (BAC - EV) / CPI$
 - $TEAC = T / SPI$

Given the instructions above, how much will the updated project TOTAL OVERALL costs be? [k€]

Answer:

Question 16

Not yet answered

Not graded

Flag question

Edit question

Please, write down or take a snapshot using your webcam of the calculations you have made in order to provide the justification for your final value.

Question 17

Not yet answered

Marked out of 3.00

Flag question

Edit question

Planning - Crashing 1

The project scope is described by the table below.

Activity	Predecessor	Baseline Duration [Month]	Crashing Rate	Units	Unit Cost Rate [k€/Unit/Month]
A		1	0.95	1	4
B	A	3	0.55	1	7.9
C	B	2	0.50	1	7
D	C	2	0.60	1	8.9
E	A	6	0.80	1	1.5
F	E	2	0.55	1	8
G	F	4	0.60	1	8
H	D	2.5	0.55	1	2.5

Crashing Rate values are used to evaluate the crashed durations.

Key formula : $CrashedDuration = BaselineDuration \cdot CrashingRate$

Note : Each activity has its own unit cost.

Overheads account for 5 k€/month.

If you assign 2 units instead of 1 to only one activity throughout the whole project, how much would the optimised (cost wise) project total costs be? [k€]

Answer:

Question 18

Not yet answered

Not graded

Flag question

Edit question

Please, write down or take a snapshot using your webcam of the calculations you have made in order to provide the justification for your final value.

Question 19

Not yet answered

Not graded

Flag question

Edit question

You can use the 15 lines below to report any issue you have encountered during the exam or if you want to withdraw.