iRAT-1:

1.Which option is correct?

a. Developing a new advertising program

b. Preparing the site for the Olympic Games

c. Production of automobile tires

d. Designing a space station

2. In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of a project, project objectives are established, teams are formed, and major responsibilities are assigned.

a. Executing

b. Defining

c. Planning

d. Identifying

3. Recently your team has exhibited a high degree of conflict over who will control the group and how decisions will be made. Which stage of development is the team in?

a. Storming.

b. Adjourning.

c. Performing.

d. Forming.

4. The PMBOK guide contains

a. A methodology

b. Generally recognized good practice

c. Knowledge, skills and tools

d. Policies and rules

5. A deliverable

a. Is a capability, product or result that is verifiable

b. Is uniquely valuable

c. Is not a combination of other services

d. Never includes repetitive elements

6. Abilities required of a project manager do not include

a. Developing new strategy

b. Maximizing business value

c. Lifelong learning

d. Strategic management of priorities

7. Which of the following words may be describing characteristics of team management?

a. Determine 'how' and 'when', do things right

b. Innovate and develop new ideas

c. Focus on the horizon and challenge the status quo

d. Focus on rules

e. There are usually two chains of command.

8. Most of the time, from where do project managers obtain their authority?

a. Ability to persuade and motivate others

b. Organizational structure

c. Backing of higher management

d. Controlling information

9. A program is a group of projects that

a. are managed together so that benefits can be gained that would not occur if they were managed individually

b. Are initiated together so that the best projects can be selected

c. Are managed together to meet strategic objectives

d. Are planned together so that the schedule does not change

10. Stage gate reviews:

a. Periodically re-assess the value of a project and decide whether to release further funding

b.Should occur frequently to continuously track progress

c. a and b

d. Are the best way to manage projects with a large number of unknowns

iRAT-2.1:

1. Strategy is fundamentally an organisation deciding how it will:

a. Analyse its market

b. Compete

c. Manage its projects

d. Look into the future of its industry

2. An organisation implements its strategy through:

a. Its Senior Management

b. Its staff and subcontractors

c. Projects

d. Stand alone teams

3. Net Present Value (NPV) is a superior tool to financially select between projects compared to Payback when:

a. The cash flows are large

b. The cash flows extend over an extended period

c. Projects are of a strategic nature

d. Project are of an operational nature

4. Multi-weighted scoring methods in selecting between projects is used to:

a. That enhance an organisation’s longer-term financial goals

b. That mirror the prejudices of an organisation’s senior management

c. To ensure that profit margins are maintained

d. Permit an organisation to include goals beyond just financial

5. Organising projects within a Functional Organisation has a major advantage of :

a. Utilising in depth expertise

b. Foster cross-functional integration

c. Have a strong project focus

d. (b) and (c)

6. Matrix management of projects has the major disadvantage of:

a. Hard post-project transition of staff

b. Poor integration

c.Infighting over people and resources

d. Lack of Ownership

7. If the culture of an organisation is such that it does not lend itself well to managing a particular project, a solution would be to:

a. Train the project team to operate within the existing culture

b. Launch a company wide program of cultural change

c. Appoint a Project Manager from outside the company

d. Set up the project team separate from the main organisation

8. “Organisational Culture” refers to :

a. A shared set of norms, beliefs, values and assumptions that management set

b. A shared set of norms, beliefs, values and assumptions that bind people together

c. A shared set of norms, beliefs, values and assumptions that are established via a negotiation between management and labour unions

d. A shared set of norms, beliefs, values and assumptions that have been inherited from the company’s founder

9. At the start of a project, the reason to hold a “kick-off” meeting is to:

a. Demonstrate leadership of the project team

b. Outline the main features of the project and what is expected of major resources

c. To settle on design issues

d.To choose the type of project structure to be adopted

10. Which of the following is not on an overall project organisation chart :

a. Management teams working away from the head office

b. External groups responsible for shipping arrangements

c. Independent consultants

d. Major deliverables

iRAT-2.2:

1. One way to identify the cultural characteristics of an organisation is to:

a. Check its stock price

b. Read about the organisation

c. Review the organisation’s experience list of major projects completed

d. Review a list of major customers

2. Which of the following is NOT part of Strategic Management?

a. Review and define the organisational mission

b. Set objectives to achieve strategy

c. Improve the profitability of projects undertaken by the organisation

d. Implement strategies through projects

3. Usually, the ideal organisational culture to run a project within has:

a. low levels on the scales of cultural dimensions

b. high levels on the scales of cultural dimensions

c. balanced levels on the scales of cultural dimensions

d. no relationship to cultural dimensions

4. A structure for a Joint Venture company would usually be overseen by:

a. The board of the company with the largest share of the work

b. The board of the company making the most complex technological contribution

c. An independent Board appointed by the joint venture partners

d. An independent Board appointed by the joint venture partner with the largest share of the work

5. Organising a project using a Dedicated Team has which of the following as advantages:

a. Simple

b. Low Cost

c. Removal of Organisational Discord

d. Both (b) and (c )

6. An Organisational Mission Statement identifies:

a. What everyone in an organisation believes

b. What staff must agree to when recruited

c. What the organisation wants to become, its reason for being

d. What key technologies the organisation uses

7.For a project classified by an organisation as an “Emergency” project, you would expect:

a. It is required to overcome a crisis

b. Normal financial return requirements may not necessarily apply

c. The project will have an unusual organisational structure.

d. (a) and (b)

8. Organisational Culture refers to a system of:

a. Organisational stories and folklore

b. Norms handed down by the organisation’s founder

c. Norms mandated by the board

d. Human Resources practices and policies

9. Payback Period analysis is used in preference to Net Present Value (NPV) when:

a. Time periods are short

b. Time periods are longer

c. Non-financial criteria are to be considered

d. When financial criteria are to be incorporated into Multi-Weighted Scoring analysis

10. In Weak Matrix Project Management, the Project Manager

a. has significant authority over the project team

b. has limited authority over the project team

c. has control of the project budget

d. both (b) and (c)

iRAT-3:

1. Bottom-up Time Planning

a. Is Task-led planning

b. Is neither target nor task led planning

c. Is Target led Planning

d. Is a Hybrid of task and target led planning

2. Each Work Package of a WBS:

a. Defines the work, time to complete, cost, progress, resources and responsibility

b. Defines the work, time to complete, cost, progress, resources, responsibility and probability of completion

c. Defines the work, time to complete

d. Defines the work, time to complete, cost, progress

3. A well-planned project stands a better chance of:

a. Being completed on Time

b. Achieving budgeted profitability and requisite quality

c. Both (a) and (b)

d. Overcoming ‘Acts of God’

4. Which of the following is part of a determining the Project Scope?

a. Project Objective

b. Milestones

c. Limits and exclusions

d. All of the above

5. A Project Priority Matrix can be used to identify which criterion can be constrained, Enhanced and Accepted for parameters of:

a. Time, Performance and Resources

b. Time, Performance and Cost

c. Time, Resources and Cost

d. Time, Cost and Resources

6. Top Down Estimates are best used for strategic decision making when:

a. Cost and Time are important, High Uncertainty, Internal small projects, Customer wants details

b. Cost and time are important, High Uncertainty, Internal small projects, Unstable scope

c. Cost and Time are important, Fixed price Contracts, Internal small projects, Unstable scope

d. High Uncertainty, Internal small projects, Unstable scope

7. The lowest level of a Work Breakdown Structure (WBS) is the:

a. Work Package

b. Cost Account

c. Deliverable

d. Sub-deliverable

8. What is a distinct advantage of a Linked Gantt Chart over a Diary Plan Task list?

a. It can show milestones

b. It can include all major tasks

c. It can place all tasks in a chronological order

d. Both (a) and (c)

9. Planning and Scheduling are used to manage:

a. External Factors

b. Working Factors

c. Both (a) and (b)

d. Neither (a) nor (b)

10. The salary of the Project Manager, the site offices and the project admin staff would be best classed as:

a. Direct Project Overhead Cost

b. Contingency

c. Direct Cost

d. General and Admin Overhead Cost

iRAT-4:

1. Why is it important to get ‘Bad News’ on projects as early as possible:

a. The earlier the news received, the more options for corrective measures are possible

b. To help in dispute resolution with the customer

c. The earlier the news received, the more likely there is to be float available that can be used

d. (a) and (c)

2. Bottom-up Time Planning

a. Is neither target nor task led planning

b. Is a Hybrid of task and target led planning

c. Is Target led Planning

d. Is Task-led planning

3. The initial step in the risk management process is to

a. Identify the risks

b. Appoint a risk manager

c. Determine the level of acceptable risk

d. Assess the risk potential

4. All of the following are ways to accelerate project completion when resources are not constrained EXCEPT:

a. Fast-Tracking.

b. Do It Twice—Fast and Correctly.

c. Adding Resources.

d. Establish a Core Project Team.

e. Outsourcing Project Work.

5. Of the following costs, which are NOT included in baseline?

a. Labour

b. Suppliers

c. Equipment

d. Contractors

e. Budget reserves

6. Under a 'waterfall' type of project management methodology, project risk management is carried out:

a. Iteratively, continuously, throughout the project lifecycle.

b. Repeatedly, for each defined project stage gate.

c. When risks trigger, to make the most practical contingency plans.

d. Once, at the planning stage to make solid future plans.

7. How is project scope defined?

a. The length of your project and how much it will cost.

b. The deliverables or outputs during the course of the project.

c. The range of customer expectations.

d.The range of resources you have available and their capabilities.

e. What you expect to deliver to your customer when the project is complete.

8. The cost impact of a risk event occurring as a project proceeds through its life cycle tends to

a. Increase

b. Decrease

c. Remain about the same

d. Rise sharply and then level out

e. Drop sharply and then level out

9. The usual approach to actively accept a risk or opportunity in a project is to:

a. Keep a reserve budget.

b. Transfer the risk to another party.

c. Make contingency plans.

d. Buy insurance.

10. Large projects that have long time horizons and a very high complexity can be referred to as:

a. Both Mega Projects and White Elephants

b. High Risk

c. White Elephants

d. Mega Projects

iRAT-5:

1. As discussed in Flyvberg (2006), optimism bias:

a. is caused by the phenomena that most people judge future events more positively than is justified by actual experience, so they overestimate benefits and overestimate costs.

b. Is also known as the Planning Fallacy

c. Is partly caused by taking an outside view of projects in the planning and initiation phases

d. may be mitigated by taking a more detailed, bottom-up view of projects in the planning and initiation phases

2. Resources to help identifying possible project risks do not include:

a. Recent news items, funny stories, the content of the WBS

b. Focus groups, meetings, checklists, case studies, historical projects, surveys

c. In fact, all of the possible answers listed for this question are fine.

d. Consulting lessons learned from past projects, risk registers from past projects, brainstorming

3. To illustrate the wide gap between project estimates based on inside and outside view, Flyvberg (2006), relates a story about writing a text book

a. from his own experience, where the outside view was more accurate

b. in which the authors of the book should probably have abandoned the project early on

c. from one of the references in his article, in which the inside view was more accurate

d. to illustrate that teamwork is very challenging but that you can always succeed in the end

4. Dennis Lock seems to disagree with PMBOK over the definition of

a. qualitative risk analysis

b. quantitative risk analysis

c. How to identify possible project risks

d. Failure mode, effects and criticality analysis

5. As discussed in Flyvberg (2006), benefit-cost ratios for large infrastructure projects are:

a. Fairly accurate

b. Inaccurate by a few %

c. Often wrong by several factors

d. Inaccurate by a few 10s of %

6. Opportunity risk responses include:

a. Share, Enhance, Transfer

b. Avoid, Transfer Mitigate

c. Exploit, Mitigate, Accept

d. Share, Escalate, Exploit

7. Which of the following statements about strategic misrepresentation, as discussed in Flyvberg (2006), is inaccurate:

a. It is deliberate

b. It will not occur in the same project that also shows optimism bias

c. Project mangers have confirmed that it occurs

d. It may be explained by considering political and organizational pressures

8. Find the error. Parameters used to characterize a risk can include:

a. Urgency, Visibility, Dormancy

b. Manageability, Controllability, Detectability

c. Connectivity and Propinquity

d. Probability and impact

9. As discussed in Flyvberg (2006), inaccuracy in cost and time estimates appears more like bias, rather than technical inaccuracy because:

a. The mean of distribution of forecasting errors is far from zero and errors do not appear to improve over time

b. Psychological and political explanations account for inaccurate forecasts.

c. Errors improve (i.e. reduce) over time

d. They are based on poor data

10. As discussed in Flyvberg (2006), over a 30-year period for which data is available, predicted passenger numbers for rail projects:

a. is unknown

b. Is on average 50% too low, and has not improved at all

c. has improved as better estimating techniques were used

d. Is 40% too high, and has not improved at all

iRAT-6:

1. The frequency of progress data collection should be:

a. At least weekly

b. At least daily

c. More often than the periodic reissue of work-to lists

d. (a) and (c)

2. Expediters are used in projects after the placement of orders for bought-in material or equipment to:

a. visit and communicate with suppliers during execution to safeguard progress and give early warning of problems

b. ensure that the supplier is making a profit

c. chase up deliveries once the delivery is late

d. to negotiate further price reductions to improve the project’s budget

3. Why is it important to get ‘Bad News’ on projects as early as possible:

a. The earlier the news received, the more options for corrective measures are possible

b. To help in dispute resolution with the customer

c. The earlier the news received, the more likely there is to be float available that can be used

d. (a) and (c)

4. When considering a request for a change, it is important to consider which of the following:

a. Its Direct Cost, its effect on schedule, including Direct Overhead costs

b. Its Direct Cost and its effect on the schedule

c. Its effect on schedule and on Direct Overhead costs

d. Its Direct Cost and its effect on Direct Overheads

5. If CPI is less than one it indicates that:

a. Value from money spent is less than intended

b. Work is proceeding slower than expected

c. The PM has produced an on-time schedule

d. Cost is more than expected

6. The SPI is:

a. An inaccurate measure of schedule progress against the plan

b. An inaccurate measure of Budget against schedule

c. An accurate measure of schedule progress against plan

d. An accurate measure of Budget against schedule

7. Ideally, milestones used in Earned Value analysis should coincide with:

a. Completion of packages from the WBS

b. Completion of a predetermined percentage of the project

c. Completion of fixed amounts of time

d. All of the above

8. Which of the following is NOT a reason for premature closing of a project:

a. The project owner has run out of funds

b. The project has passed it acceptance tests

c. An ‘Act of God’ has caused the project to be abandoned

d. The project owner wishes to make major changes, meaning the current project is no longer needed

9. The reason to deliver ‘As Built’ Condition Information at the end of major Capital Engineering or Manufacturing projects is to assist people to:

a. operate, repair, modify or sue in the future

b. operate, repair or modify in the future

c. operate, maintain, repair or modify in the future

d. operate, maintain or modify in the future

10. Project Reports produced as part of Project Closure, should:

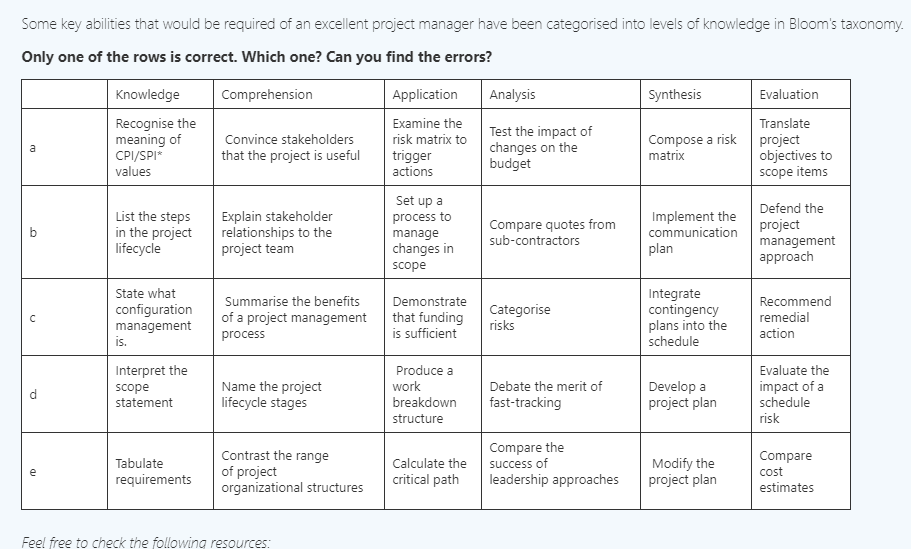
a. Be archived carefully for historical reference

b. Contain lessons learnt for reference by future project teams

c. Only be sent to senior management

d. (a) and (c)

AE 1



**Which row is correct?**

**a. Row 1**

**b. Row 2**

**c. Row 3**

**d. Row 4**

**e. Row 5**

AE 2.1

Company B is a major manufacturer of aircraft with a long and successful history in the business. However the company has just been through a crisis where design issues on one of its planes were found to be the cause of a number of accidents, costing the company both financially and reputationally. Analysis of lessons learned showed that the crisis occurred when:

To reduce cross functional tension and increase commercial focus, major projects were moved from a Weak Project Matrix arrangement to a Dedicated Project Team arrangement;

Engineers were assigned from the Functions to the project team for long periods but only referred back to the Functions if they had a particular problem;

The most experienced Function Heads did not have a direct say in project decision making.

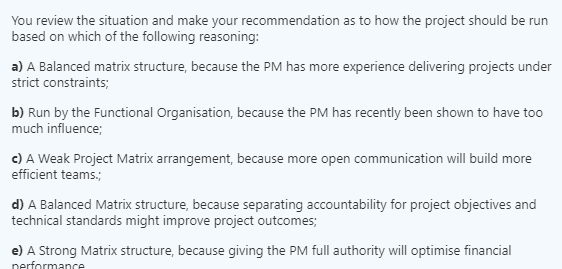
The Company has identified a need for a new aero plane in the 200-250 passenger size range and wants to form a project team to design and build the new plane. It will need to:

Incorporate the latest technological advances;

Meet commercial requirements and a strict development deadline, to be a competitive success against its main rival;

Adhere to strict financial discipline as the Company now has less financial resources due to the crisis;

Given the company’s long history and enduring culture, it still retains the well-established Functional corporate structure largely along traditional engineering discipline lines. You have been hired as a consultant to make recommendations on how the new development project should be run.



AE 2.2

Company A is a mining machinery manufacturer with the mission statement: “Our mission is to be the most reliable supplier of mining machinery solutions to the Australian coal mining industry”.

The past financial year has been particularly tough. Due to some manufacturing quality issues in recent deliveries, the company has made a significant loss of $0.9M.

A planned capital raising from shareholders had to be postponed and the Company’s bank has advised they want to see a turnaround before extending any further loans. Capital for new projects will have to come from reserves and will be limited to a historically low max of only $9M in the coming year. The senior management team recently met to review their situation and agreed to the following strategies to quickly improve their position over the coming financial year:

a.Win back the firm’s previous good reputation and quickly accept clients‘ contractual warranty claims to remedy problems without complaint;

b.Use their limited capital budget to fix the quality issues;

c.Quickly re-establish profitability by fixing quality issues that has penalised the company's performance in recent times.

The functional heads in the management team were asked by the CEO to come up with project proposals to achieve these strategies. Normally, the company’s acceptable minimum rate of return for new projects is 12%. When dealing with short duration projects, it uses payback period analysis.

The following projects have been presented:

Project 1: The GM of Operations proposed new robot welding machines to fix problems in weld quality that represent 82% of the failures under warranty.

Project 2: The CFO proposes a fully integrated Enterprise Management system to integrate financial processes. It will generate significant cost reductions and cash flow improvement to return the company to profit. Return to profit means that the bank will extend credit to finance solutions to the quality issues in the following year.

Project 3: The GM of Sales proposes a new sales initiative to generate a rapid increase in revenue that can cover losses in the Australian market. The GM / Sales had been introduced to the South American coal mining market via a former colleague. This market is currently serviced by outdated equipment that is significantly inferior to Company A's products. The Sales Dept estimate Company A could sell $15M worth of equipment in the first year alone, generating $1.2M profit.

Some financial characteristics of the 3 projects are as follows (you will need to fill in the empty boxes)

You conduct a multi-criteria decision analysis using the following criteria, and scoring 0 (for not meeting), 10 (low), 20 (medium) and 30 (high) fit to the objectives.

**You make recommendations as to how they should proceed:**

**A. Approve project 1**

**B. Approve project 2**

**C. Reject project 1; ask the board to choose between 2 or 3**

**D. Reject project 3; ask the board to choose between 1 or 2**

**E. Approve project 3**

AE 2.3

You work for an Australian construction company, Company A, which is negotiating its entry into a consortium with a major UK-based multinational manufacturer of wind turbines, Company B, to tender and (hopefully) build a new Wind Farm for a major Australian utility. Company B would likely have 55% of the work in the consortium and your Company A would have 45% by value.

Company B is the market leader and its wind turbines have a very good reputation in the Australian market place. The utility already has many in its fleet and had pointed your company towards partnering with Company B. This means that the consortium’s chances of winning the work are high.

Initially, a Japanese company, Company J, had approached your company. They are new to the wind business and were seeking to enter the Australian market with this tender. However, your company decided to go with Company B because of the high probability of winning. Subsequently, your boss has heard stories around the industry that Company B are very difficult to work with and has sent you to a preliminary meeting with Company B to assess their culture and report back with recommendations on what conditions your Company B should seek in these negotiations to ensure project management delivers for both parties..

You meet with Company B at their Sydney city offices.  From both the formal and informal discussions you hold over the day, you determine the following:

Company B is a conglomerate that operates across a wide variety of unrelated industries.

Most senior managers have worked for the company for at least 15 years and have moved around the various industry divisions.

The company sees its way of management as its defining characteristic that can be applied to any type of business; and is the common thread across its many diverse businesses.

All the staff you met were overtly proud to work for Company B but didn’t particularly identify with their current job in Wind

Because staff move between divisions a lot, they are task orientated to get results for the job at hand.

Control from the UK Head Office is very tight on overseas subsidiaries with major decisions needing to be referred back to the UK.

Risk Tolerance is low within the Australian subsidiary

Most of Company B’s technical expertise in Wind is located in the UK.  Australian Wind operations focus on Sales and the logistics of delivering imported turbines to site.

Individuals are handsomely rewarded for hitting financial targets. However, they will be quickly fired if they oversee losses or expose Company B to risk by not following procedures laid down by the UK

The company is very internally focused. The staff claim its processes are second to none, without any objective analysis to back such a contention.

After the meeting, you report back to your boss on how your company should proceed in the upcoming negotiations to ensure effective Project Management for both parties:

**A. Company B provides the bulk of the management and staff for the project team because of its successful track record of winning and delivering Windfarms in Australia**

**B. Company B, having the majority share of work and a history of successful delivery,  provide the Project Manager and your Company A provides the bulk of the project staff, given  your company has the expertise in construction that will be the bulk of the scope in Australia.**

**C. Both companies set up a standalone project team at a standalone location, reporting to a joint board. The board would hire an independent Project Manager experienced in Windfarm construction with staff seconded form both companies based on specific competencies.**

**D. Your company cease negotiations with Company B as a Project Management style within their corporate culture will protect their interests but likely deliver a poor result for your Company A. Your company should resume negotiations with Company J.**

AE 3.1

You work as a Project Manager for a construction company, Company Z. It recently won a contract to renovate a major lecture theatre at UNSW with the latest audio-visual and wi-fi based interactive systems.

A month after winning the contract, the CEO calls you in to advise the Project Manager on the UNSW project has abruptly quit the firm. The CEO has subsequently discovered that the project is a complete mess and if not rectified quickly, will do the firm significant financial and reputation damage.

The CEO explains that whilst the UNSW project is relatively small at only $2.8M, it is strategic. UNSW are contemplating a major project of installing such an AV system across all their teaching spaces, an order worth well over $150M; and were, of course, looking at this project as a pilot for the concept. Obviously, if this project goes well and delivers a good result, Company Z would be in the box seat to win any larger project.

The CEO asks you to take over as PM of the UNSW project; quickly review its status and implement a strategy to bring it back on track to deliver a satisfying result for UNSW.  Your initial investigations indicate as follows:

1.The old PM had concluded that because the project was small, the usual full suite of project processes were not necessary. The old PM felt that he could manage the project more “informally”.

2.There is now great confusion in both Company Z’s Engineering and Procurement Departments as to what they should be doing and who is responsible for doing what

3.Company Z’s Procurement Dept advise that have not yet received any specifications from Engineering Dept, and they have not begun to engage with the potential suppliers.

4.Company Z’s Electrical Dept has not yet begun preparations for the project.

Discuss among your groups for (not more than) 10 minutes and prepare to report to the class what tasks should be done to get this project back on track.

**By referring to the WBS that your team has produced for the Audio-Visual project, evaluate which of the following draft WBSs most closely represent the correct WBS for this project.**

**a. WBS shown in attached MS excel file under “OPTION A” tab**

**b. WBS shown in attached MS excel file under “OPTION B” tab**

**c. WBS shown in attached MS excel file under “OPTION C” tab**

**d. WBS shown in attached MS excel file under “OPTION D” tab**

**e. WBS shown in attached MS excel file under “OPTION E” tab**

AE 3.2

A Major Naval Ship Constructor, Company Y, has traditionally been a market leader in construction of naval ships in Australia. However, over the last 3 years, they have failed to win a major tender with the feedback being that they were significantly overpriced relative to their competition. You have been hired as a consultant.

Having taken GSOE9820 at UNSW, you make a recommendation to improve their competitiveness, which is:

Bottom up estimates should be used as the primary estimating method based on full WBS.

Moreover, after a review of Company Y’s tendering system, you have discovered the following:

Engineering departments have included contingencies in the cost estimates of their work packages to give themselves an execution ‘buffer’.

Structural Steel cost estimates have been done on a Top Down Ratio method off past ship designs.

The Engineering Dept uses the same figures for design workhours for every tender, without reference to actual hours consumed on past projects.

Major Mechanical Items, Control Systems, Weapons Systems and Electrical Systems have all been estimated off past projects with assumed inflation figures and ratioing applied

Shipyard construction workhours have been prorata’d off past projects. This has been found to be too inaccurate on the high side.

**What is/are your other recommendation(s)?**

**A. Invest in better CAD technology to reduce the workload in drafting new designs.**

**B. Always use bottom-up cost estimates; the Engineering department needs to study principles of WBS to improve scope definition.**

**C. Design workhours are to be estimated based on actuals from past similar projects; remove the Engineering department from the tendering process.**

**D. Study where and why contingencies are applied during the budgeting process and design a more integrated tendering system.**

**E. The Engineering department should lead the tendering process for new projects, they should always use bottom up estimates based on WBS.**

AE 3.3

Sugar Milling Company, Company S, has just purchased a new Sugar Cane Milling Machine that is being shipped from Germany. They have engaged an engineering consultant to design the mechanical drive and electrical power systems and necessary foundation civil works to accommodate the new sugar cane milling machine in their mill.

The consultant has produced a plan in the form of a Linked Gantt chart shown below to review with Company S. Reviewing this Gantt chart, which of the following would be correct observations about the project :

**A. Design can’t begin until Company S sends the Mill Drive Spec; the project has a high chance of being completed on time.**

**B. Specify Electrical System can only start once Design Power Supply is completed; we cannot tell just from the Gantt chart anything about whether this project will be completed on time**

**C. Designing foundations does not affect the duration of the project; we cannot tell from the Gantt chart anything about whether this project will be completed on time.**

**D. Design Foundation and Specify Electric Motor can both only start once Mechanical Specification is issued; the project has quite a high change of being delayed.**

Practice exam:

1. Which is false? The WBS:

a. Is composed of tasks, as indicated by predominance of verbs in the descriptions

b. Is one input from which to identify project risks in a systematic way

c. Should be decomposed to a level at which the work packages can be used to estimate time and budget

d. Is decomposed to sub deliverables and work packages

e. Is the basis of developing project schedule and budget

2. In the content of risk response development, using fixed-price contracts to complete part of the project is known as:

a. Retaining risk

b. Contingency risk

c. Mitigating risk

d. Transferring risk

e. Avoiding risk

3. EAC = BAC/CPI means

a. Remaining work will be executed at current CPI

b. Estimate at completion = budget at completion / current performance index

c. Budget at completion is the sum of planned value

d. Remaining work will be executed as planned in the baseline

e. Nothing, this formula is wrong

4. Activities that can take place at the same time are termed

a. critical path

b. merge activity

c. parallel activities

d. independent activity

e. burst activity

5. During project closure, as PM you may find that you need to put additional work into motivating your team. Why? (indicate which option is false)

a. B team syndrome

b. Contractual disputes increase in project closure phase.

c. Adjourning phase in the journey of team development

d. Most motivational, biggest challenges have been overcome

e. Project team members will be reassigned to new projects

6. Direct project overheads include:

a. The marketing department and the human resources department

b. Project contractor’s fees and the project managers salary

c. Rent on company premises and site offices, and electricity bills

d. The human resources department and the PM staff

e. Project manager’s salary, site offices, PM staff

7. Considering the possibility that engineering departments might try to pad their cost and duration estimates for proposed work, this:

a. Can be avoided by reducing the direct role of the engineering team in the bidding phase for new contracts

b. Is very unlikely, as everyone always has the interests of the company in their top priority

c. is impossible because there is no incentive for this to occur

d. Should be prevented by better communication and joint training for all the staff

e. Is good practice, because it reduces pressure on the engineering team in the delivery phase, should the contract be awarded

8. If you are asked as a student to select some of the techniques that you have learned, to apply to a problem, you would most likely be engaged in demonstrating:

a. Knowledge

b. Evaluation

c. Analysis

d. Synthesis

e. Application

9. Strategic management seeks to:

a. Set objectives and implement strategies through projects

b. Set objectives to achieve strategy and improve project profitability

c. Define mission, set objectives, and implement strategies through projects

d. Primarily to improve the profitability of projects

e. Improve profitability of projects, define the organisation’s mission

10. Which characteristics of executing projects in a Dedicated Project Team organization structure where experienced by the Boeing company?

a. Improved quality and reduced cost.

b. Improved project delivery, sidelining resources of organizational knowledge

c. Cost overruns, loss of key staff members

d. High pressure work environment, too aggressive deadlines

e. In-fighting over resources, poor safety performance

11. Training, team development, assigning roles and responsibilities are part of

a. Project integration management

b. Project Leadership

c. Project resource management

d. Management discipline

e. Project stakeholder management

12. Project specific complexity drivers do not include:

a. Requirements maturity

b. Platform/technology interactions

c. Stakeholder organizational stability

d. Number of subsystem interactions

e. Team experience

1. Project reserve budget

a. Is held by the project sponsor to fund additional costs related to the project, but not included in the budget

b. Is unnecessary in most projects

c. Is held by the PM as funding for the risk response strategies

d. Is held by the PM to fund unexpected costs

e. Is held by the steering committee (or higher management) to fund unexpected costs

14. What statement about project integration is false?

a. Project change management is not part of project integration management

b. Is one of the important functions of the project charter

c. It is the practices and processes to ensure that the various parts of a project are combined and coordinated effectively

d. Requires an iterative approach to developing the PM plan

e. Project Closure is part of project integration management

15. A failure mode effects and criticality analysis (pick most correct)

a. Will tell you the financial impact of a risk occurring

b. Will tell you how likely a given risk is to occur

c. Makes sense as a relative analysis method to help prioritize your risk responses

d. Is a numerical method of risk analysis

e. Is derived from the field of financial risk analysis

16. As an assessment item of a course on project management, making a project management plan most closely corresponds to which level(s) of Bloom’s taxonomy of learning outcomes?

a. Synthesis and application

b. Application and evaluation

c. Knowledge and application

d. Evaluation and synthesis

e. Analysis and knowledge

17.The amount of time an activity can exceed its early finish without affecting the early start date of any successor is termed

a. Float pad

b. Slip pad

c. Critical float

d. Total slack

e. Free slack

18. Fast-tracking:

a. Is a strategy for working efficiently and reducing down-time

b. Is a good way to motive team members

c. Uses increased resources to complete tasks quicker

d. Is a strategy for schedule compression that often results in rework

e. Is a method for developing the network diagram and finding the critical path

19. Outlining features of the project, communicating resource requirements and setting expectations for the execution phase are the main objectives of the:

a. Project charter

b. Communication plan

c. Project sponsor

d. Project management plan

e. Kick-off meeting

20. Schedule performance index (SPI):

a. Is always equal to one at project completion

b. Is not useful because it is inaccurate

c. is the ratio of earned value to actual cost

d. Is greater than one for a project running behind schedule

e. is an accurate measure of project time performance

21. Which is false? Measuring benefits realization:

a. Relies on detailed stakeholder knowledge

b. Can be facilitated by establishing project benchmarks, to measure aspects of organizational performance, during and after project delivery

c. Is one of the most challenging aspects of organizational change or IT services projects

d. Is vital to the success of organizational change or IT services projects

e. Is extremely difficult for engineering projects that produce a tangible outcome or capability

22. If resources are not adequate to meet peak demands, the resulting reschedule is termed

a. Project resource adjustment

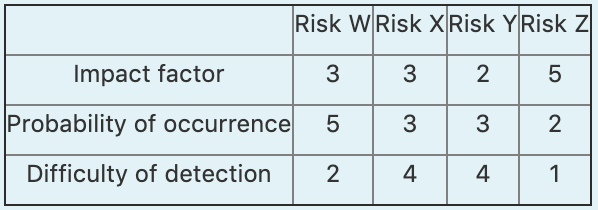
b. Resource-constrained scheduling

c. Allocation

d. Time-constrained scheduling

e. Mandatory levelling

1. Four risks are identified in a project with the following parameters:



Based on the information above, which risk has the greatest severity?

a. Both X and Z

b. Risk Z

c. Risk X

d. Risk W

e. Risk Y

24. A project budget report is showing our project as spending $35,000 against a budgeted amount of $40,000. Which of the following is true?

a. We are spending less than we should for the project

b. We are doing a good job managing the project

c. We should check to see if all the bills have been paid

d. Both A and B are correct

e. We can't be sure how the project is going

25. Contingency planning may be:

a. An active opportunity acceptance strategy

b. An active risk mitigation strategy

c. An active risk transfer strategy

d. A passive risk mitigation strategy

e. A shared risk transfer strategy