



UNIVERSITY OF COLOMBO, SRI LANKA

UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING

DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY (EXTERNAL)

*Academic Year 2007/2008 – 2<sup>nd</sup> Year Examination – Semester 3*

***IT4203: IT Project Management***  
***Part 1: Multiple Choice Question Paper***

**6<sup>th</sup> September, 2008**  
**(ONE HOUR)**

**Important Instructions :**

- The duration of the paper is 1 (one) hour.
- The medium of instruction and questions is English.
- The paper has 20 questions and 7 pages.
- All questions are of the MCQ (Multiple Choice Questions) type.
- All questions should be answered.
- Each question will have 5 (five) choices with one or more correct answers.
- All questions will carry equal marks.
- There will be a penalty for incorrect responses to discourage guessing.
- The mark given for a question will vary from 0 to +1 (*All the correct choices are marked & no incorrect choices are marked*).
- Answers should be marked on the special answer sheet provided.
- Note that questions appear on both sides of the paper.  
If a page is not printed, please inform the supervisor immediately.
- Mark the correct choices on the question paper first and then transfer them to the given answer sheet which will be machine marked. Please completely read and follow the instructions given on the other side of the answer sheet before you shade your correct choices.

1) Which of following statement/s describe(s) the Project Management Framework more accurately?

- (a) There are nine knowledge areas which are integrated through communication management.
- (b) Triple constraints and quality define the core functions in the project management framework.
- (c) Human resource and procurement management are two of facilitating functions in the knowledge framework.
- (d) Tools and techniques depend on the project and they are independent of the framework.
- (e) The only objective is to meet the needs and expectations of the client in the project.

2) The following statements describe possible skills for IT project managers. Identify the correct statement(s) from them.

- (a) Project managers need to have a wide variety of skills and be able to use all these skills in each and every project they undertake irrespective of the nature of the project or the situation.
- (b) Project managers do not have to be experts on any specific technology, but they should be able to build strong teams and ask the right questions.
- (c) IT project manager is responsible to deal with day-to-day activities to carry out activities according to plan but he has nothing to do with long-term focus and objectives.
- (d) A project manager with very little or no background knowledge of IT will perform adequately in a large IT project.
- (e) A project manager should specialize more in project management than becoming information technology experts to lead their teams to success.

3) Column B contains the four phases of the traditional project life cycle and labeled I to IV. Column A contains activities (A to K) which are performed during the traditional project life cycle. Match correctly the activities to the most appropriate phase.

	Column A		Column B
A	Customer acceptance of the entire project	I	Concept phase
B	Requires more resources	II	Development phase
C	Administer a survey to stakeholders to get their feedback on how the project fared	III	Implementation phase
D	Contracts with suppliers completed	IV	Close-out phase
E	Rough cost estimate prepared		
F	Develop summary plan for the project		
G	Appropriate payments made		
H	Delivers the required work		
I	A Work Breakdown Structure is developed		
J	Provides performance reports to stakeholders		
K	Produce lessons-learned report		

3)

- (a) I - E, F
- (b) II – I
- (c) III – A, I, J
- (d) III – B, H, J
- (e) IV - A, C, D, G, K

4)

The statements given below are associated with a work breakdown structure (WBS). Identify the correct statements.

- (a) Using guidelines is one of the approaches to developing a good WBS.
- (b) Analogy approach to creating a WBS uses a similar project's WBS from the same company.
- (c) The bottom-up approach to creating a WBS can be very time consuming, but it is a very effective way to create the WBS
- (d) The top-down approach to creating a WBS starts with the smallest items of the project.
- (e) A task at the lowest level of the WBS is known as the project baseline.

5)

The statements given below describe some possible actions and contents which could be considered in scope management.

Which of following statement/s is/are applicable with respect to the project scope management?

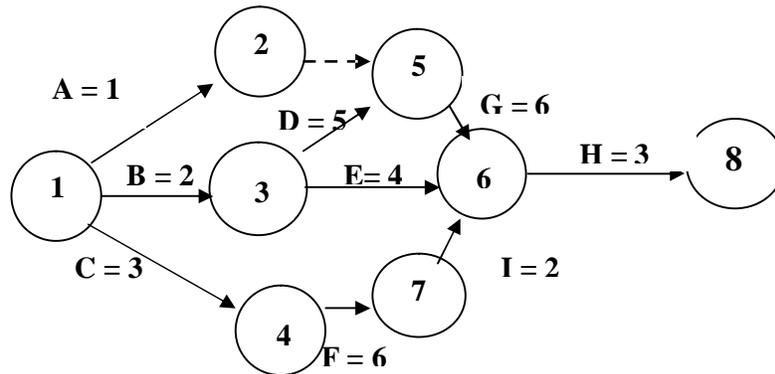
- (a) There is a unique template to define the scope according to the Project Management Framework
- (b) It is necessary to define and justify overall objectives of the project.
- (c) Details of the project deliverables with a time plan are given.
- (d) Recommended actions to be taken during the execution of the project are described.
- (e) Characteristics and requirements of products and services produced as part of the project are defined

Which of following statements describe/s the work done during the activity definition process in project time management?

6)

- (a) Estimate the number of work periods which are needed to complete individual activities.
- (b) Control and manage changes to the project schedule.
- (c) Identify the specific activities which the project team and stakeholders must perform to produce the project deliverables.
- (d) Identify and document the relationships between product development phases.
- (e) Estimate how many resources will be needed by the project team to perform project activities.

7) Given below is a Network Diagram for a project. Activities are described in days.



Identify the correct statement/s with respect to details given in the above network diagram.

- (a) Node with the label 3 is a merge.
- (b) A 5 days delay in the Activity A has no effect on both Activity D and overall project.
- (c) There are two dummy activities in this network.
- (d) Delay in activity A will not affect activity B and activity C.
- (e) Activity H depends on both activity G and activity I.

8) The statements given below are possible methods and practices in the activity resource estimating process in project time management. Identify acceptable practices and methods from the list given below.

- (a) Resource availability is information required to estimate the cost of resources.
- (b) A resource breakdown structure, which is an output of the activity resource estimating process, is a schematic display of the logical relationships of project activities.
- (c) The work done during the activity resource estimating process involves estimating the number of work periods that are needed to complete individual activities.
- (d) Expert judgment and availability of alternatives are some of the techniques used in this process.
- (e) Additional activities, time and resources may have to be approved during this process to train and mentor junior employees.

9) Which of following reserves can be used to meet demand for future situations which may be partially planned in a project.

- (a) Contingency Reserves
- (b) Management Reserves
- (c) Direct Reserves
- (d) General Reserves
- (e) Financial Reserves

- 10) In the following table, there are several facts which have to be considered when selecting a suitable cost estimate type.

I	After the feasibility study, but early in the project life cycle.
II	After completing requirement analysis of the product to be developed in the early part of the project.
III	During the middle of implementation of the product.
IV	Required accuracy is between -25% to 75%.
V	Required accuracy is between -10% to +25%.
VI	Required accuracy is between -5% to +10%.

Identify suitable matching for the given cost estimate types.

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|--|
| <ul style="list-style-type: none"> <li>(a) Budgetary - I and V</li> <li>(b) Budgetary - II and V</li> <li>(c) ROM - I and IV</li> <li>(d) Definitive - III and V</li> <li>(e) Definitive - III and VI</li> </ul> |
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- 11) Which of the following is/are not part of the generally accepted view(s) about the quality?

- |   |
|---|
| <ul style="list-style-type: none"> <li>(a) Quality must be planned into products and services.</li> <li>(b) Quality can be improved only by through inspection.</li> <li>(c) Improved quality saves money and increases business.</li> <li>(d) Quality is customer focused.</li> <li>(e) Rules and regulations are the key to achieving high standards of quality.</li> </ul> |
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- 12) Consider following statements with respect to quality, testing and performance.

- (i) Process adjustments correct or prevent further quality problems based on quality control measurements
- (ii) It is not necessary for organizations to follow a thorough and disciplined testing methodology
- (iii) Performance is the degree to which a system performs its intended function.

Which of above statements is/are acceptable with respect to general practices of IT project management.

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|---|
| <ul style="list-style-type: none"> <li>(a) (i) only</li> <li>(b) (ii) only</li> <li>(c) (iii) only</li> <li>(d) (i) and (iii) only</li> <li>(e) (i) and (ii) only</li> <li>(f)</li> </ul> |
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13) Which is/are correct(s) phrases to fill the indicated blank?

\_\_\_\_\_ is a technique for quality control.

- (a) Statistical Sampling
- (b) Pareto analysis
- (c) Six Sigma
- (d) Quality control charting
- (e) Trend analysis

14) Consider following statements with respect to IT Project Quality Management.

- (i) It is the customer who ultimately decides if quality is acceptable.
- (ii) Quality assurance includes identifying which quality standards are relevant to the project and how to satisfy those standards.
- (iii) The main outputs of quality planning include quality metrics, quality checklists, a quality baseline, and updates to the project management plan.

Which of statement/s is/are correct?

- (a) (i) only
- (b) (ii) only
- (c) (iii) only
- (d) (i) and (iii) only
- (e) (i) and (ii) only

15) Human resource management is a key area to be managed for the successful completion of a project. Which of the following is/are the output of human resource management facilitating area in a project?

- (a) Organizational chart for the project
- (b) Recommended corrective and preventive actions for activities in other knowledge areas in the project
- (c) Updated project management plan
- (d) Human Resource availability in the organization
- (e) The staff welfare plan

16) What is the work carried out during the communication planning process of project communication management?

- (a) Collecting and disseminating performance information
- (b) Resolving issues
- (c) Determining the information and communication needs of the \_\_\_\_\_ stakeholders
- (d) Making the needed information available to project stakeholders in a timely manner
- (e) Forecasting

17) Which of the following is/are true with respect to project risk management?

- (a) Risk management is an investment but there are costs associated with it.
- (b) Contingency plans are developed for risks which have a high impact on meeting project objectives and are put into effect if attempts to reduce the risk are not effective.
- (c) Project manager can break down the technology risk category into hardware, software, and end-users if desired.
- (d) Top Ten Risk Item Tracking involves establishing a periodic review of the project's most significant risk items with management and, optionally, with the customer.
- (e) Probabilities used in a decision tree are normally determined based on expert judgment.

18) For project "B" with a triangular distribution, risk is described below.

Project "B" activities	Low	Medium	High
Gather requirements	40	45	80
Write specifications	35	50	100
Review specifications	10	15	30
Build model	18	25	50
Inspect model	10	20	40
Prepare defects/issue list	10	25	60
Resolve defects/issues	15	20	40

Identify which activity has the highest risk to the success of the project?

- (a) Gather requirements
- (b) Write specifications
- (c) Resolve defects/issue
- (d) Both 'gather requirements' and 'write specifications'
- (e) Build model

19) Suppose your organization is planning to purchase laptops for the sales force. Which document would you prepare?

- (a) Request for Proposal (RFP)
- (b) Cost plus incentive fee (CPIF)
- (c) Cost plus percentage of costs (CPPC)
- (d) Request for Quotation (RFQ)
- (e) Cost plus fixed fee (CPFF)

20) Project procurement Management includes

- (a) Procurement planning.
- (b) Evaluating internal resources.
- (c) Selecting sellers.
- (d) Planning and administering contract.
- (e) Publishing resources allocated for procurement.

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