



**UNIVERSITY OF COLOMBO, SRI LANKA**

**UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING**

**DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY**  
**Academic Year 2009/2010 – 2<sup>nd</sup> Year Examination – Semester 4**

***IT4203: IT Project Management***  
***PART 1 - Multiple Choice Question Paper***

**14<sup>th</sup> August, 2010**  
**(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) Consider the following statements with respect to project stakeholders. Which of these statements is/are true?
- (a) Stakeholders include only the project sponsor, project team, support staff, customer, users and suppliers.
  - (b) The most desirable conflict handling mode among stakeholders is the withdrawal mode.
  - (c) A project's organization chart is a starting point for identifying internal stakeholders.
  - (d) Managing stakeholders involves managing communications properly to satisfy the needs and expectations of stakeholders and to resolve issues.
  - (e) The project manager does not need anyone from top management to mentor and coach him/her on leadership issues.
- 2) Identify the correct attribute/s of a project from the statements given below.
- (a) A project requires resources usually obtained from a single area.
  - (b) A project has a definite beginning and a definite end.
  - (c) The project sponsor usually provides the direction, funding and management of the project.
  - (d) It is easy to define the project objectives clearly, how long it will take to complete and how much money it will cost.
  - (e) A project is developed using progressive elaboration.
- 3) Following statements are related to methods used in selecting projects. Which of these statements is/are false?
- (a) The primary methods for determining the projected financial value of a project include only Net Present Value analysis and Return on Investment.
  - (b) A project that cuts operating costs quickly would be given a high priority.
  - (c) It is often easier to get approval and funding from higher management for projects that address problems and directives.
  - (d) An important method to justify a project would be to determine whether it is needed, whether funding is available and whether it uses new technology.
  - (e) A project that involves creation of a new product that can make or break a company can be categorized under directives.
- 4) Select from the statements given below those associated with Integrated Change Control.
- (a) It involves identifying, evaluating and managing changes throughout the project life cycle.
  - (b) If any changes are caused to the baseline, the project management plan must be revised and approved by the project sponsor.
  - (c) Significant changes have to be communicated to top management and key stakeholders.
  - (d) Change is an important issue to be considered in Information Technology projects as they use hardware and software that are updated frequently.
  - (e) It is a process that coordinates all of the other project management knowledge areas throughout a project's life.
- 5) To make milestones in a Gantt chart meaningful, some people use the SMART criteria to help define them. Select from the combinations given below what SMART stands for.
- (a) Specific, Measurable, Attainable, Realistic, Time-tested
  - (b) Specific, Measurable, Assignable, Reliable, Traceable
  - (c) Specific, Manageable, Assignable, Realistic, Time-framed
  - (d) Structured, Manageable, Assignable, Reliable, Time-tested
  - (e) Specific, Measurable, Assignable, Realistic, Time-framed

- 6) Listed in Column A are five (5) methods that can be used to reduce incomplete and changing requirements in projects. Column B contains descriptions associated with the methods. Match correctly the description to the most appropriate method.

	Column A		Column B
I	Use Case Modeling	A	Emphasizing and adhering to completion dates can help in this
II	Prototyping	B	Uses highly organized and intensive workshops to bring project stakeholders together
III	Joint Application Development	C	CASE tools or other technologies can help in this
IV	Maintaining a repository for project data	D	A process used for identifying and modeling business events, who initiates them and how the system should respond to them
V	Avoiding scope creep	E	Involves developing a working replica of the system or some aspect of a system

The correct matching is:

- (a) I – C, II – E, III – B, IV – D, V – A  
 (b) I – C, II – D, III – B, IV – E, V – A  
 (c) I – D, II – E, III – B, IV – C, V – A  
 (d) I – D, II – E, III – A, IV – B, V – C  
 (e) I – E, II – A, III – B, IV – C, V – D

- 7) Listed in Column A are four (4) descriptions associated with certain key words in Project Time Management. Column B contain the key words. Match correctly the description to the most appropriate key word.

	Column A		Column B
I	A network diagramming technique used to predict total project duration	A	Critical Path
II	Series of activities that determine the earliest time by which the project can be completed	B	Slack or Float
III	Involves doing activities in parallel that you would normally do in sequence	C	Critical path method
IV	Is the amount of time an activity may be delayed without delaying a succeeding activity	D	Program Evaluation and Review Technique (PERT)
		E	Crashing
		F	Fast tracking

The correct matching is:

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

- 8) Identify correctly from those statements given below, the statement/s associated with the Project Cost Control process.
- (a) Developing an approximation or estimate of the costs of the resources needed to complete a project.

(b) Allocating the overall cost estimate to individual cost items.

(c) Monitoring cost performance.

(d) One of the outputs of project cost control process is the cost baseline.

(e) Informing project stakeholders of authorized changes to the project that will affect the cost.
- 9) There are different types of costs associated with projects. The following statements are associated with those costs. Identify the correct statement/s.
- (a) Money already spent on a project without producing anything valuable is known as an indirect cost.

(b) The salaries of people working full-time on a project can be called a direct cost.

(c) The cost of electricity of a large building where many employees who work on many different projects is an indirect cost.

(d) The use of the computers and library facilities of the project office to do research related to the project is an intangible cost.

(e) Sunk costs can be recovered and should be taken into account when planning to continue with a project.
- 10) Fill the blanks labelled A to D of the passage given below with the most appropriate word selected from the list labelled I to VI. You may use the same word more than once and some words may not be applicable.
- A cost is the cost of evaluating processes and their outputs to ensure that a project is error-free or within an acceptable error range. B cost is the cost that relates to all errors in a system not detected and not corrected before delivery to the customer. Costs that involve rework contribute to C cost. Activities such as inspection and testing of products contribute to D cost.
- I – Direct, II – External failure, III - Indirect, IV – Internal failure, V - Appraisal, VI – Measurement & test equipment
- Select the correct match:
- (a) A – I, B – III, C – II, D - V

(b) A – V, B – VI, C – II, D – III

(c) A – III, B – II, C – VI, D – V

(d) A – V, B – II, C – IV, D – V

(e) A – V, B – III, C – II, D – VI
- 11) The following statements are associated with Project Quality Management. Identify the correct statement/s.
- (a) The current thrust in modern quality management is the prevention of defects through a program of selecting the proper materials, training and indoctrinating people in quality and planning a process that ensures the appropriate outcome.

(b) Design of experiments is a technique used to identify the few vital contributors that account for most quality problems in a system.

(c) Functionality is the degree to which a system performs its intended function.

(d) Features are the screens and reports that the system generates.

(e) Performance is the ability of a product or service to perform as expected under normal conditions.

- 12) In the Maslow's hierarchy of needs pyramid, there are five (5) levels of needs (1 to 5), level 1 being at the bottom of the pyramid and level 5 at the top of the pyramid. The list labeled A to E gives these needs. Identify the correct level for each need.

A – Safety, B – Physiological, C – Esteem, D – Social, E – Self-Actualization

The correct match is:

- |   |
|---|
| (a) I – A, II – C, III – E, IV – B, V – D |
| (b) I – B, II – A, III – D, IV – C, V – E |
| (c) I – A, II – D, III – C, IV – E, V – B |
| (d) I – D, II – C, III – E, IV – B, V – A |
| (e) I – C, II – E, III – B, IV – A, V – D |

- 13) Identify from the options given below some of Steven Covey's seven habits to improve effectiveness in Human Resource Management in projects.

- |               |                          |                                |
|---------------|--------------------------|--------------------------------|
| (a) Mirroring | (b) Rapport              | (c) Begin with the end in mind |
| (d) Synergize | (e) Extrinsic motivation |                                |

- 14) Consider the equation given below.

$$8000d = 120,000 + 4000d$$

Identify the correct statement/s with respect to the above equation.

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|---|
| (a) It is a simple formula for determining the sample size in statistical sampling.   |
| (b) It is an equation used in make-or-buy analysis, a technique used to determine whether an organization should either lease or purchase items for a particular project. |
| (c) It is a mathematical formula for calculating the Net Present Value.   |
| (d) The d in the equation is the number of days you need the piece of equipment.  |
| (e) The value of d is 40.   |

- 15) The statements given below are associated with Administering the Contract Process of Project Procurement Management. Which of these statement(s) is/are false?

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|---|
| (a) Administering the contract involves only finalizing and awarding a contract.  |
| (b) Project manager and key team members should not be involved in writing and administering the project contract.  |
| (c) Constructive change orders are oral or written acts or omissions by someone with actual or apparent authority that can be construed to have no effect as a written change order.            |
| (d) Changes to any part of the project need to be reviewed, approved and documented by the same people in the same way that the original part of the plan was approved.                         |
| (e) Change control is an important part of the contract administration process as a project manager may not realize he/she is authorizing the contractor to additional work at additional cost. |

- 16) Identify from the list given below what should be in a Project Procurement Management plan.

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|---|
| (a) Risk mitigation strategies for purchases and acquisitions, such as insurance contracts and bonds. |
| (b) Scope & location of work.   |
| (c) Lead times for purchases and acquisitions.  |
| (d) Standard procurement documents or templates to be used, if applicable.                            |
| (e) Acceptance criteria.  |

- 17) Given below are some statements about effective communication tools. Identify correctly those associated with using e-mail effectively.

- (a) Define the purpose and intended outcome.
- (b) Limit the content to one main subject and be as clear and concise as possible.
- (c) Make sure your virus software is up to date.
- (d) Do not open it if you question the source.
- (e) Good tool to be used for group thinking.

- 18) Column **P** contains some examples of communication needs in projects. Use the Key 1- 3 given below to fill the rows labeled II to VI with the appropriate Key. Row I is already filled as an example.

**KEY: 1 = Excellent                      2 = Adequate                      3 = Inappropriate**

	Column P	A	B	C	D	E
		Hard Copy	Telephone call	E-mail	Meeting	Web site
I	Building Consensus	3	2	3	1	3
II	Providing a permanent record					
III	Maintaining confidentiality					
IV	Resolving a misunderstanding					
V	Expressing support/appreciation					
VI	Addressing negative behaviour					

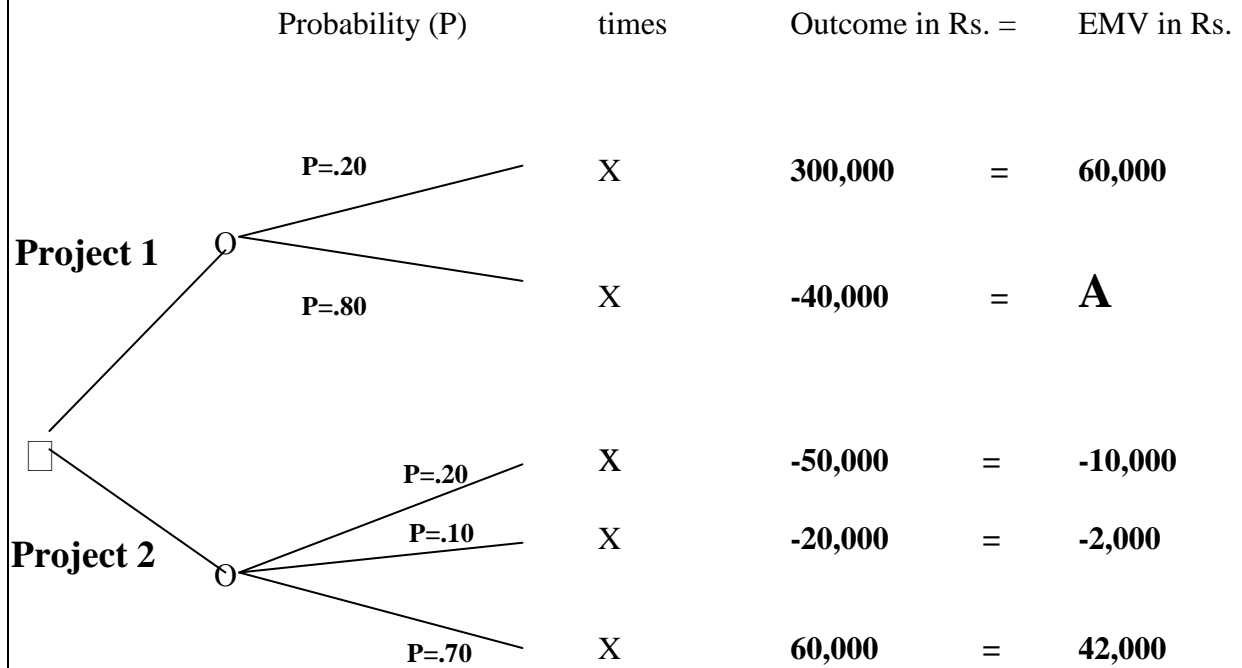
Select the correct media choice/s for the above:

- (a) Row II: A – 1, B -3, C -1 , D -3 , E -1
- (b) Row III: A – 3, B -3, C -1 , D -3 , E -2
- (c) Row IV: A – 3, B -1, C -3 , D -1 , E -2
- (d) Row V: A – 1, B -2, C -1 , D -2 , E -2
- (e) Row VI: A – 3, B -2, C -3 , D -1 , E -3

- 19) Identify from the statements given below the correct statement/s that is/are associated with Risk Management.

- (a) The risk mitigation approaches to be used have to be addressed in the risk management plan.
- (b) It is not necessary to identify the individuals responsible for implementing the risk management plan as any project staff member can attend to it.
- (c) Contingency plans are not predefined actions that the project team will take if an identified risk event occurs.
- (d) Fallback plans are developed for risks that have a high impact on meeting project objectives.
- (e) Poor allocation and management of float is a potential risk condition associated with the scope management knowledge area.

20) Consider the following diagram.



Identify the correct statement/s given below.

- (a) The value indicated by A is Rs. 30,000.
- (b) The diagram given is a decision tree used to help select the best source of action in situations in which future outcomes are uncertain.
- (c) Probabilities are normally determined based on expert judgement.
- (d) Expected monetary value (EMV) for project 2 is Rs. 30,000.
- (e) Out of the two projects, it is better to select project 2.

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