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*Software Project Management (CS615)*

## *CURRENT MCQS Cs615 SPRING FINAL TERM 2010*

1. Which of these is not an example of a project?
  - a. Buying clothes from the market on a special sale.
  - b. Planning for your friends wedding.
  - c. Building a bridge across the Amazon river.
  - d. *Cleaning the office building every day.***
2. Which relationship model is most commonly used in the Precedence diagrams?
  - a. start-to-start
  - b. start-to-finish
  - c. *finish-to-start***
  - d. finish-to-finish
3. AOA activity diagrams are only represented using which representation?
  - a. start-to-start
  - b. start-to-finish
  - c. *finish-to-start***
  - d. finish-to-finish
4. Which of the following is not true about the Delphi technique?
  - a. *Individuals participating must know each other for Delphi technique to be successful.***
  - b. Delphi technique is most commonly used to obtain expert opinion.
  - c. In Delphi technique participants are generally anonymous.
5. Typically signing of project charter is the responsibility of
  - a. Project Sponsor
  - b. *Senior Management***
  - c. Project Manager
  - d. Project stake-holders
6. You are the project manager of ABC project. Mid-way through the project a key component was stolen. This was not planned for. The team met after the event and managed to make the product work without the stolen component. This is an example of -
  - a. Risk mitigation
  - b. Transfer of risk
  - c. *Work-around***
  - d. Accepting the consequences passively.
7. Most common cause of conflicts in a project is
  - a. *Schedules***
  - b. Technical opinion

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- c. ns
  - d. Personal Issues
  - e. Project priorities
8. The most long-lasting conflict resolution is caused by which of these techniques?
- a. Smoothing
  - b. Confrontation**
  - c. Compromising
  - d. Forcing
9. You are the Project Manager of ABC project. The project is being executed in an earthquake-prone area. To take care of this you buy insurance for earthquakes. This is an example of
- a. Risk mitigation
  - b. Transfer of risk**
  - c. Risk contingency planning
  - d. Accepting the consequences passively.
10. Which of these is correct with respect to a product developed or a service performed.
- a. Bad quality is acceptable, but bad grade is not.
  - b. Bad grade is acceptable, but bad quality is not.**
  - c. Neither bad grade nor quality is acceptable.
  - d. Grade and quality is the same thing.
11. Which of the following theory was suggested by Deming?
- a. Apply continuous small improvements to reduce costs and ensure consistency.
  - b. Marginal Analysis
  - c. Expectancy theory - people expect to be rewarded for their efforts.
  - d. Plan-do-check-act to improve quality.**
12. Which of the following is not a tool for Perform Quality Control process.
- a. Inspection
  - b. Benchmarking**
  - c. Flow charting
  - d. Histogram
13. You are the Project Manager for ABC project. You need to find out which issue has maximum impact on the project. Which tool should you use?
- a. Pareto diagram**
  - b. Control chart
  - c. Trend analysis
  - d. Fishbone diagram
14. When analyzing quality for a project a Project Manager decides to use a tool. This tool provides a creative way to look at the causes or potential causes of a problem. Which tool is the Project Manager planning to use?
- a. Pareto diagram
  - b. Control chart
  - c. Statistical sampling
  - d. Ishikawa diagram**

15. A Project Manager is using AOA to perform critical path analysis. The network diagram is represented as shown using below. Which of the following represents the path

| Activity | Duration | Dependent on |
|----------|----------|--------------|
| A        | 3        | none         |
| C        | 3        | none         |
| B        | 2        | A            |
| D        | 5        | C            |
| E        | 2        | none         |
| F        | 4        | E            |
| G        | 3        | D,F          |
| H        | 1        | D,F          |
| I        | 2        | B,G          |
| R        | 0        | H,I          |

- a. ABIR
- b. CDHR
- c. **CDGIR**
- d. EFGIR



16. For the sequence diagram in question 15, what is the float of activity B

- a. 2
- b. 3
- c. 5
- d. **6**

17. For the sequence diagram in question 15, what is the float of activity H

- a. 2
- b. 3
- c. **4**
- d. 6

18. According to Herzberg which of these is not an example of hygiene factors?

- a. job security
- b. salary
- c. safe working conditions
- d. appreciation of work

19. According to Maslow's hierarchy of needs, which is the lowest level which must be met before other levels can be met.

- a. Esteem
- b. Physiological
- c. Social
- d. **Safety**

20. Which of these is not a benefit measurement project selection method?
- Integer Algorithm
  - Internal Rate of Return
  - Scoring model
  - d. Discounted cash flow**
21. Which of these is a constrained optimization project selection method?
- Parallel algorithm
  - Number programming
  - Murder board
  - d. Dynamic Programming**
22. You are part of an expert committee deciding which project should be implemented by your company. Your committee asks tough questions from the project teams and helps decide which project your company should select. Which project selection technique are you using.
- Scoring Model
  - Committee Selection
  - c. Murder Board**
  - Selection By Quiz
23. Which of these is a process in the Scope Management knowledge area
- Identify Scope
  - Clarify Scope
  - c. Control Scope**
  - Close Scope
24. You have just been made the Project Manager of the ABC project. You are trying to read the WBS and are unable to understand some of the WBS components. Which should be your first step to understand this?
- a. Refer to the WBS dictionary**
  - Refer to the scope statement
  - Refer to the Project charter
  - Contact the previous Project Manager
25. Who among the following is responsible for performing the scope verification
- Project Manager
  - Senior Management
  - The quality team
  - d. The customer**
26. You are planning to use PERT for planning of your project. A task has pessimistic estimate of 24 days, most likely estimate of 15 days and optimistic estimate of 12 days. What is the mean using the PERT technique?
- 18 days
  - 25.5 days
  - 15 days
  - d. 16 days**
  - 17 days
27. Which of these is a process in the Project Procurement Management knowledge area?
- Select Sellers

- b. **Administer Procurements**
  - c. Administer Contracts
  - d. Plan Purchases and Acquisitions
28. Oligopoly refers to which of these
- a. There is only one qualified seller in the market.
  - b. There are no sellers in the market, so you have to build the product in-house.
  - c. **There are few sellers and action of one seller will have impact on other sellers prizes.**
  - d. Your company prefers to contract with only one seller.
29. You are using straight line depreciation to compute the value of your computer after three years. If the current cost is \$1000, what will be the value after three years assuming that the computer's life is five years.
- a. \$0
  - b. **\$400**
  - c. \$500
  - d. \$600
30. Which of the following is not true about analogous estimating.
- a. Estimate is based on past projects.
  - b. It is not very accurate.
  - c. **It uses bottom-up approach**
  - d. It is a form of an expert judgment
31. You have been asked to make an estimate for a project. The project involves manufacturing 1000 toys. You expect that as the team manufactures some toys, the time to make them will reduce. Which estimation technique are you trying to use?
- a. Analogous Estimation
  - b. Regression Analysis
  - c. Bottom up Estimating
  - d. **Learning Curve**
32. John is an excellent engineer. The management assumes that since he is a good technical performer, he will be a good project manager too. Based upon this, John was promoted to Project Manager. This is an example of
- a. **Halo Effect**
  - b. Expectancy Theory
  - c. McGregor Theory of X and Y
  - d. Herzberg Theory
33. Which of these is an example of processes in the closing process group?
- a. Project Closure
  - b. Scope Closure
  - c. **Close Project or phase**
  - d. Scope Verification
34. The authority to approve or deny change request lies with
- a. Project Manager
  - b. Customer
  - c. Project Sponsor

**d. Configuration Control Board**

35. You are the Project Manager of the XYZ project. You want to find the planned expenses for next month. Which document do you need to refer to?
- Cost Management Plan
  - Cost Baseline**
  - Cost Control Plan
  - Cost Variance report
36. Which of the following is not true about the WBS report?
- WBS should focus in on the activities that must be performed in the project and should not focus on the deliverables.**
  - The project team must be involved in developing the WBS.
  - As a rule of thumb, each activity of WBS should take less than 80 hours.
  - WBS is usually represented in a hierarchical fashion.
37. Which of the following processes produces WBS as an output?
- Plan Scope
  - Initiate Project
  - Define Activities
  - Create WBS**
38. Which process identifies the project manager?
- Develop Project Management Plan
  - Develop Project Charter**
  - Define Scope
  - Select Project Process
- 
39. You are the Project Manager assigned to build a next generation vehicle. You identify a dependency that the wheels must be designed and developed before the assembly of the vehicle can be performed. This is an example of which type of dependency?
- External
  - Discretionary
  - Soft Logic
  - Mandatory**
40. You are the Project Manager assigned to build a next generation vehicle. You identify a dependency that before the vehicle can be sold, it must be approved by the Government regulatory authority. This is an example of which type of dependency?
- External**
  - Discretionary
  - Soft Logic
  - Mandatory
41. You are required to estimate the time to paint a large wall. You know it takes two hours to paint one square foot of wall. The wall has an area of 30 square foot. So

- you estimate that it will take 60 hours to paint the wall. Which estimation model are you using?
- Bottom-up
  - Parametric modeling**
  - Analogous
  - Expert judgment
42. The level of accuracy for order of magnitude estimation is
- 25% to +75%**
  - 25% to +50%
  - 25% to +25%
  - 25% to +10%
43. You are the project manager responsible for building a new web site. The project is running late. To bring the project on schedule, you decide to add additional resources to the critical path. This is an example of
- Fast-tracking
  - Resource planning
  - Crashing**
  - Schedule Management
44. You are the project manager of ABC project. One of the risks that has been identified is attrition of team members. Mid-way through the project you notice that the morale and motivation of the team members is going down. You think that this is a precursor to people leaving the organization. For this risk, low motivation is an example of
- work-around
  - trigger**
  - risk monitoring
  - risk planning
45. You are working on the project of painting of your house. You identify a dependency that the painting of roof should begin only after two days of completion of painting of walls. This is an example of
- Lag**
  - Lead
  - Slack
  - Float
46. What percentage of Project Manager's time is spent on communicating?
- 30
  - 50
  - 70
  - 90**
47. You are the Project Manager for XYZ project. The scope of the project has been completed. You receive a request for a new module to be developed as part of this project. What should you do next?
- You should approach the Project sponsor and ask her for a new module to be developed as part of this project.
  - You should approach the Senior Management and ask them for a new module to be developed as part of this project.

- c. You should send the request to Change Control Board for approval.
  - d. **Since the project scope is completed you should inform the customer that this change cannot be done as part of the project.**
48. Perform Quality Assurance process is part of which phase?
- a. Planning
  - b. **Execution**
  - c. Control
  - d. Closure
49. You are managing the project of planning a party for your company employees. There is a risk that the employees will not come to the party. You decide to not take any action against this as the likely-hood of this is low. Which risk response strategy are you following?
- a. **Acceptance**
  - b. Avoidance
  - c. Mitigation
  - d. Transference



1. Ref: . This is an example of Acceptance risk response strategy.
50. The process of Conduct Procurements is part of which phase?
- a. Planning
  - b. **Execution** (Conduct Procurements is part of execution phase)
  - c. Control
  - d. Closure
51. You are the Project Manager of ABC project. There was a conflict between two key project members. The three of you meet and decide to use compromise as the conflict resolution technique. Compromise generally leads to
- a. Win-win situation
  - b. Win-Lose situation
  - c. **Loose-Loose situation**
  - d. None of these
52. The Procurement statements of work is an output of which of these processes?
- a. **Plan Procurements**
  - b. Conduct Procurements
  - c. Administer Procurements
  - d. Close Procurements
53. Which of these is a tool for Develop Project Charter process?
- a. Project selection methods
  - b. Project management methodology
  - c. **Expert Judgment**
  - d. Earned Value Technique
54. Which of the following best describes the purpose of a war room?

- a. A war room is used for meetings between the Project Manager and the customer.
  - b. A war room is used for important meetings between the Project team and the senior management.
  - c. **A war room is used for collocation**
  - d. Whenever there is a resource conflict between different Project Managers, they meet in a war room.
55. You are the Project Manager of a project involving building a computer. Your team members follow what you tell them because you have the authority to provide negative feedback in their performance appraisal. This is an example of which type of power?
- a. **Coercive**
  - b. Referent
  - c. Formal
  - d. Reward
56. Cost baseline is usually represented using which curve or line?
- a. a Slanted line
  - b. **an S-curve**
  - c. a Z curve
  - d. a PQ curve
57. You are in the process of Source Selection for a contract for your project. You are planning to use weighing process for source selection. There are four vendors being considered. There are two deciding factors price (weightage 40), quality (weightage 60). The scores of four vendors that your team has computed are displayed in the table below. Which vendor will among these four should be chosen?

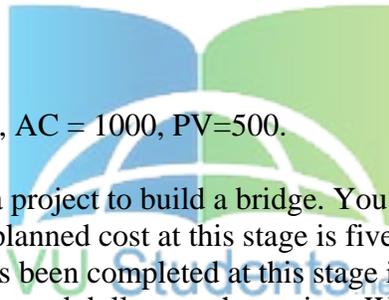
| Vendor scores |          |          |          |          |
|---------------|----------|----------|----------|----------|
|               | Vendor 1 | Vendor 2 | Vendor 3 | Vendor 4 |
| Price         | 8        | 10       | 12       | 11       |
| Quality       | 12       | 10       | 8        | 11       |

- a. Vendor 1
  - b. Vendor 2
  - c. Vendor 3
  - d. **Vendor 4**
58. Which of the following indicate that the project is doing well? Select the best option.
- a. A negative Cost Variance
  - b. An SPI of less than one
  - c. A negative schedule variance
  - d. **A CPI of greater than one.**
59. You are performing Earned Value Reporting for your project. The project's CPI is 0.9 and the budget at completion is One thousand dollars. What is the estimated cost at completion?

- a. Nine hundred dollars
- b. One thousand one hundred and eleven dollars**
- c. One thousand dollars
- d. One thousand and one hundred dollars

Ref:  $EAC = (BAC/CPI)$ .

60. You are working on a project to build a bridge. You have reached the planned half way mark. The total planned cost at this stage is five hundred dollars. The actual physical work that has been completed at this stage is worth \$400. You have already spent one thousand dollars on the project. What is the CPI?
- a. 0.8
  - b. 1.2
  - c. 0.5
  - d. 0.4**



Ref:  $CPI = EV/AV$ .  $EV=400$ ,  $AC = 1000$ ,  $PV=500$ .

61. You are working on a project to build a bridge. You have reached the planned half way mark. The total planned cost at this stage is five hundred dollars. The actual physical work that has been completed at this stage is worth \$400. You have already spent one thousand dollars on the project. What is the Schedule Variance?
- a. -100**
  - b. 100
  - c. -600
  - d. 600

2. REF: a.  $SV=EV-PV$ . 400 minus 500 is -100.

62. John needs to visit many countries as part of his job. He has learned that he needs to avoid being ethno-centric. What does ethnocentrism mean?
- a. Not being friendly to strangers
  - b. Unable to get adjusted to the food of a new place
  - c. Belief that ones culture is superior to others.**
  - d. Initial shock of landing in a new country.
63. You are planning to use screening system for source selection process to select a vendor for supplying food for your company? Which of these is a good example of screening system?

- a. You interview all the vendors and decide based upon the interviews.
  - b. You negotiate with all the vendors and select the one that provides the best price.
  - c. **You only consider those vendors who have revenue of ten million dollars in the last financial year.**
  - d. You select the vendor who responds first to your advertisement.
64. Which of the following is not an input to the Conduct Procurements process?
- a. Source selection criteria
  - b. Make-or-buy decisions
  - c. Organizational process assets
  - d. **WBS**
65. You are using control charts to perform quality control. Which of these situations does not indicate that the process is out of control and an assignable cause needs to be assigned. Assume that the control limits have been set to three sigma.
- a. One of the point is more than the mean + (3\*sigma)
  - b. **Two points together are more than mean +(2\*sigma), but less than mean + (3\*sigma)**
  - c. Seven points together are on one side of the mean.
66. You are the Project Manager of a car manufacturing company. As part of Quality Control you decide to check only 5% of the cars generated for environmental check. Which technique are you using?
- a. Pareto Diagram
  - b. Control Charts
  - c. **Statistical Sampling**
  - d. Sample Selection
67. Which of the following is true statement about risks?
- a. If a risk is identified in a risk response plan, then that means that risk has already happened.
  - b. Once a risk has happened, you refer to the risk management plan to determine what action needs to be taken.
  - c. A risk that was not planned but has happened is called a trigger.
  - d. **Risk identification happens in all the phases of the project.**
68. Which of the following is not true about the Close Project or Phase process?
- a. **Contract closeout must be performed after the Administrative Closeout.**
  - b. The risk is the lowest at this stage of the project.
  - c. The probability of completion is the highest at this stage of the project.
  - d. Stakeholders have least amount of influence at this stage.
69. Which of the following is an output of the Identify Risks process.
- a. Lessons Learned
  - b. Checklists
  - c. **Risk Register**
  - d. SWOT Analysis
70. In which process of Project Risk Management knowledge area are numeric values assigned to probabilities and impact of risks
- a. Perform Qualitative Risk Analysis

- b. *Perform Quantitative Risk Analysis*
- c. Perform Numeric Risk Analysis
- d. Plan Risk Response

