Digital Academy Thailand

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IT Project Management
Examination

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Saturday, 28th of March, 2020

Name:_____   ID:_____

Points:_____/ 40   Passed:_____

Instructions: Read the following guidelines thoroughly before starting working on the exam

1   Nature of exam and scoring rules

1.1   Duration of the examination is 60 minutes.

1.2   There are 40 Multiple-Choice-Questions on next pages. Maximum 40 points are available. You should attempt to complete every question. The exam spans 10 pages in total, including this cover page.

1.3   Choose only ONE choice that you believe is correct (or most suitable). Mark your selected choice with a crossing sign (X) for each respective problem.
Marking more than one choice for each problem is considered invalid and no points will be given.

2   Exam policy during exam session

2.1   No books, lecture notes, or any kind of documents, including calculators, are permitted.

2.2   Use only blue or black inked pens to write your name, student ID, and to mark the results on the exam sheet.

2.3   Do NOT separate any exam page from the exam set, or it will be considered an attempt to cheat.

2.4   Turn off all communication devices, or it will be considered an attempt to cheat.

2.5   No discussions/talking among students are permitted, or students involved will be considered cheating.

2.6   At the expiration of exam time, students are to return the complete exam set to the exam proctor.

Question #1 (1 Point) [/ 1]

Which of the following is NOT a characteristic of a project?
   a) Defined goal. ☐
   b) Handles something completely new. ☐
   c) Can be done by one person. ☒☐
   d) Limited resources are available. ☐

Question #2 (1 Point) [/ 1]

Which of the following activities are TYPICALLY done by a project manager?
   a) Planning milestones. ☒☐
   b) Approval of a project. ☐
   c) Reviewing reports from the human resources department. ☐
   d) Processing a work package. ☐

Question #3 (1 Point) [/ 1]

Which of the following statements apply BEST?
   a) Almost every project with hard-working stuff is successful. ☐
   b) The most important success factors are related to requirements and communication. ☒☐
   c) For a successful project users should be involved as little as possible. ☐
   d) The fewer milestones in a project, the higher the probability of success. ☐

Question #4 (1 Point) [/ 1]

Given the following project phases and activities:
   A. Strategy phase
   B. Planning phase
   C. Realization phase
   D. Closure phase
   1. Doing the project kickoff.
   2. Updating the project plan.
   3. Organizing the project approval.
   4. Doing an environment analysis.
Which of the following BEST matches the activities with the project phases?
   a) A-1, B-2, C-3, D-4. ☐
   b) A-1, B-2, C-4, D-3. ☐
   c) A-2, B-1, C-4, D-3. ☐
   d) A-4, B-1, C-2, D-3. ☒☐

Question #5 (1 Point) [/ 1]

Which of the following is a TRUE statement about CMMI (Capability Maturity Model Integration)?
   a) CMMI delivers regularly the Project Management Body of Knowledge (PMBOK-Guide). ☐
   b) CMMI is a process model to improve processes in organizations. ☒☐
   c) CMMI maturity level 5 means that processes are dependent on heroes. ☐
   d) CMMI helps with check lists to identify project goals. ☐

Question #6 (1 Point)   [/ 1]

Why should requirements be prioritized?
- a) It helps for a better calculation of the project effort.   ☐
- b) It ensures that all requirements will be covered in testing.   ☐
- c) It allows to focus on the most important topics and to detect requirements issues early. ☒☐
- d) So the time required for developing and testing could be shortened.   ☐

Question #7   (1 Point)   [/ 1]

Which method is helping BEST in developing good requirements?
- a) RACI matrix   ☐
- b) SMART   ☐
- c) Problem statement reversal   ☐
- d) INVEST   ☒☐

Question #8   (1 Point)   [/ 1]

A requirements document concerning a contact module contains:
(1) "The ThaiCarWeb Contact page and every related page of the contact module contain the "ThaiCar" logo."
(2) "The error window must contain the "ThaiCar" logo."
Which statement is MOST helpful when doing a review?

- a) Requirement 1 is inaccurate, makes it difficult to develop the application.   ☐
- b) Requirement 2 is redundant, makes it more difficult to maintain the requirements document. ☒☐
- c) Requirement 2 does not follow the KISS principle; the window should be designed as simple as possible. ☐
- d) Both requirements should be expressed in UML notation.   ☐

Question #9 (1 Point)   [/ 1]

Which of the following are requirements to a product to be developed?

1.   The project manager has to report weekly.
2.   All cars are displayed that are stored in the database.
3.   A user creates an order to buy a car. It includes his name, his address, and the way he would like to pay the car.
4.   The project members must have licenses for project management software.
5.   The command "confirm" will open another web site informing the user that his order gets processed.
6.   A Wiki is used for the risk management in the project, it must be usable with Internet Edge Version 44.18362.449.0 and higher, and with Firefox 73.0.1 and higher.

- a) 1-3-4-5 are requirements to a product to be developed.   ☐
- b) 1-2-5-6 are requirements to a product to be developed.   ☐
- c) 2-3-5 are requirements to a product to be developed.   ☒☐
- d) 3-4-6 are requirements to a product to be developed.   ☐

Question #10(1 Point)   [/ 1]

Which of following statement concerning roles is TRUE?
   a) For the end users, the requirements have to be implementable.   ☐
   b) For the testers, the requirements have to be easily changeable.   ☐
   c) For the operation users, the requirements have to be prioritized.   ☐
   d) For all roles in the project, the requirements have to be consistent.   ☒☐

Question #11(1 Point)   [/ 1]

Why should decisions be documented?
   a) To identify who was responsible for wrong decisions.   ☐
   b) To collect early required information for the final documentation.   ☐
   c) To increase the quality in the project.   ☐
   d) To avoid repeated discussions.   ☒☐

Question #12(1 Point)   [/ 1]

A project member misunderstood the requirements and programmed a critical module incorrectly, so that many failures were found in the system test.
What would be the BEST course of action now?
   a) Getting in contact with the stakeholder to discuss the requirements.   ☐
   b) Crisis meeting with the superior of the project member.   ☐
   c) Setting up a task force to program the critical module correctly.   ☒☐
   d) Asking the project member to work overtime to fix the failures.   ☐

Question #13(1 Point)   [/ 1]

Which of the following is a possibility to improve communication in a project?
   a) Escalate possible issues to human resources and stress the importance of common respect. ☐
   b) Asking open-ended questions.   ☒☐
   c) Communicate project decisions in a setting with senior management to ensure everyone
       understands.   ☐
   d) Ensure that blaming concerning quality issues is only communicated within the project team. ☐

Question #14(1 Point)   [/ 1]

What means "active listening"?
   a) Repeat in your own words what was said.   ☒☐
   b) Improving body language.   ☐
   c) Concentrate on the statements of your communication partner.   ☐
   d) Ensure calm to better understand your communication partner.   ☐

Question #15(1 Point)   [/ 1]

A project manager got the information that a work package leader has difficulties to deliver the agreed project results in time. What should be the next activity of the project manager?
- a) Informing the project team about the issue.   ☐
- b) Sending an email to the principal.   ☐
- c) A personal interview with the work package leader.   ☒☐
- d) Addressing the topic in the next project meeting.   ☐

Question #16(1 Point)   [/ 1]

You got following minutes.
   Project meeting on 23.03.2020, 10.00 am to 11.00 am
   Participants: Jo (Project manager), Winnie, Pol (Scribe), Tho
   Distribution list:

   1 Information: A new configuration management tool ABC-top was presented
   2 Decision (all):   The new configuration management tool ABC-top will be used from 1st of April 2020
   3 Task: Setup of configuration management tool ABC-top until 30.03.2020
   4 Task: All project members get an information mail until 31.03.2020
Which missing information is the MOST important?
- a) The meeting place is missing.   ☐
- b) It is unclear who carries out the tasks.   ☒☐
- c) It is unclear who informed about the new configuration management tool.   ☐
- d) The distribution list is empty.   ☐

Question #17(1 Point)   [/ 1]

How could risks be quantified?
- a) With the Delphi method.   ☐
- b) With an algorithmic model like the Constructive Cost Model (COCOMO).   ☐
- c) Probability of incidence divided by estimated impact.   ☐
- d) Probability of incidence multiplied with estimated impact.   ☒☐

Question #18(1 Point)   [/ 1]

Which of the following risks should get highest priority?
- a) Risk rated as high probability and impact of 1 week schedule delay   ☐
- b) Risk rated as medium probability and impact of 8 weeks schedule delay   ☒☐
- c) Risk rated as medium probability and impact of 4 weeks schedule delay   ☐
- d) Risk rated as low probability and impact of 6 weeks schedule delay   ☐

Question #19(1 Point)   [/ 1]

Which statement is TRUE?
- a) Risks cost more than problems to respond to.   ☐
- b) Risks cannot be ignored.   ☐
- c) Risks cause project failures.   ☐
- d) Risks are always in the future.   ☒☐

Question #20(1 Point)   [/ 1]

Which of the following risks are product risks and which are project risks?
1. Political problems and delays in especially complex areas in the product.
2. Skill and staff shortages.
3. Possible security issues.
4. Error-prone areas, potential harm to the user, poor product characteristics.
5. Problems in defining the right requirements, potential failure areas in the software or system.
6. Low quality of requirements, design, code and tests.

   a) Project risks: 1, 2, 5, and 6   Product risks: 3 and 4   ☒☐
   b) Project risks: 1, 2, and 4   Product risks: 3, 5, and 6   ☐
   c) Project risks: 2, 3, and 6   Product risks: 1, 4, and 5   ☐
   d) Project risks: 1, 5   Product risks: 2, 3, 4, and 5   ☐

Question #21(1 Point)   [/ 1]

You propose a new project. In a discussion with a potential principal she gave you the feedback that she would like to better understand the reasons for the proposed project. What should you do next?
   a) Preparation of a project order.   ☐
   b) Execution of a situation analysis.   ☒☐
   c) Creation of a RACI matrix.   ☐
   d) Preparation of a communication plan.   ☐

Question #22(1 Point)   [/ 1]

For a project following objective has been defined:
   All Thai citizens use the developed application on their smartphone until end of the year.
What is an appropriate answer when you are asked for a review following the SMART method?

   a) The goal is measurable, but not achievable   ☒☐
   b) The goal is relevant, so it is motivating the project team as it is challenging.   ☐
   c) The goal is specific and achievable.   ☐
   d) The goal is time-bound, so it could be reached.   ☐

Question #23(1 Point)   [/ 1]

Which working product is BEST suited to document project goals?
   a) Situation analysis   ☐
   b) Final project documentation.   ☐
   c) Requirements list.   ☐
   d) Project order.   ☒☐

Question #24(1 Point)   [/ 1]

Why should non-goals be defined?
   a) To delimit the project.   ☒☐
   b) To identify stakeholders who are less important.   ☐
   c) To identify stakeholders who have less influence.   ☐
   d) To focus on topics that are not relevant for the project.   ☐

Question #25(1 Point) [/ 1]

What is the main purpose of an environment analysis?
- a) Identifying of all involved people, who could play a role in the project. ☒☐
- b) Understanding the priorities of a project. ☐
- c) Finding a place where the project can be optimally implemented. ☐
- d) Prioritization of possible locations of a project. ☐

Question #26(1 Point) [/ 1]

Who should sign the project order?
- a) The principal. ☐
- b) The project manager. ☐
- c) Both the principal and the project manager. ☒☐
- d) The project team. ☐

Question #27(1 Point) [/ 1]

Which statement is TRUE?
- a) For every requirements specification document at least one technical specification document has to be created. ☐
- b) For every requirements specification document only one technical specification document should be created. ☐
- c) One technical specification document could be created for many requirements specification documents. ☐
- d) For one requirements specification document many technical specification documents could be created. ☒☐

Question #28(1 Point) [/ 1]

Which proceeding regarding change management is NOT recommended?
- a) Establishing a change control board (CCB). ☐
- b) Applying an agile process model. ☐
- c) Planning a buffer for requirement changes. ☐
- d) Convincing the principal to not accept any changes in the project. ☒☐

Question #29(1 Point) [/ 1]

Why do you need a work breakdown structure (WBS)?
- a) Other plans of the project, like the time schedule, are based on the WBS. ☒☐
- b) Risk analysis requires a WBS. ☐
- c) The WBS is a basis for an environment analysis. ☐
- d) The WBS is required for a communication plan. ☐

Question #30(1 Point)   [/ 1]

Following work packages are defined in a project; they are all independent from each other:
  WP-1: medium complexity,   estimated costs: ฿670,000
  WP-2: low complexity,   estimated costs: ฿165,000
  WP-3: high complexity,   estimated costs: ฿445,000
  WP-4: low complexity,   estimated costs: ฿2,345,000
  WP-5: medium complexity,   estimated costs: ฿560,000
What is the BEST sequence, taking into account risks and costs?

  a)   WP-3, WP-5, WP-1, WP-2, WP-4.   ☒☐
  b)   WP-4, WP-1, WP-5, WP-3, WP-2.   ☐
  c)   WP-3, WP-1, WP-5, WP-4, WP-2.   ☐
  d)   WP-2, WP-3, WP-5, WP-1, WP-4.   ☐

Question #31(1 Point)   [/ 1]

Following work packages with following dependencies are defined in a project:
  WP1: 3 weeks,   no dependency
  WP2: 2 weeks,   dependent on WP1
  WP3: 4 weeks,   dependent on WP1
  WP4: 1 week,   dependent on WP2 and WP3
  WP5: 6 weeks,   dependent on WP4
  WP6: 3 weeks,   dependent on WP4
As far as possible the work packages should be processed in parallel.
What is the minimum duration of the project, considering the critical path?
  a)   9 weeks.   ☐
  b)   12 weeks.   ☐
  c)   14 weeks.   ☒☐
  d)   19 weeks.   ☐

Question #32(1 Point)   [/ 1]

When should the checkable criteria for a milestone be planned?
  a)   In the strategy phase of a project.   ☐
  b)   Before a milestone meeting.   ☒☐
  c)   During a milestone meeting.   ☐
  d)   During project closure when organizing the approval.   ☐

Question #33(1 Point)   [/ 1]

Which of the following statements about project organization forms is CORRECT?
  a)   In a matrix project organization people work partly in the project.   ☒☐
  b)   In a project society people stay in the line.   ☐
  c)   In a functional project organization people are leaving for a while the company.   ☐
  d)   Pure functional project organization and pure project organization are synonyms.   ☐

Question #34(1 Point) [/ 1]

What is NOT part of the work to be done in preparation for a milestone meeting?
- a) Invitation of the related stakeholders. ☐
- b) Approval of milestone criteria. ☒☐
- c) Supporting project team members in finishing work packages. ☐
- d) Ensuring that planned working results are delivered. ☐

Question #35(1 Point) [/ 1]

In the project status reports of a project the traffic lights logic is used.
What does it mean if a specific status report is showing the red traffic light color?
- a) The next status report should be carefully checked. ☐
- b) There is an issue but it could be solved within the team. ☐
- c) The project has to be stopped. ☐
- d) An escalation is required. ☒☐

Question #36(1 Point) [/ 1]

Following action items are in a task list. Nit is project manager, Mai is developer, Bum is the customer, Rao is tester
- TCWeb0701 "System crashes during purchase", Status: open, Priority: critical, Assigned to: Mai, Modified: 3 days ago
- TCWeb0702 "Retesting defects concerning ThaiCar help pages", Status: open, Priority: minor, Assigned to: Rao, Modified: 1 day ago
- TCWeb0706 "Fix required for wrong calculation of price of ThaiCar 9 GTS", Status: in progress, Priority: major, Assigned to: Nit, Modified: 2 days ago
- TCWeb0713 "Review concerning project status report", Status: in progress, Priority: minor, Assigned to: Bum, Modified: 1 week ago
- TCWeb0716 "Acceptance criteria missing in User Story TCWeb0601", Status: open, Priority: major, Assigned to: Bum, Modified: 1 week ago

Which activity should FIRST be done by the project manager?

- a) Concerning TCWeb0702 motivate Rao to retest defects as soon as possible. ☐
- b) Clarify assignment of task TCWeb0706, clarify with Mai if she could fix the issue. ☐
- c) Clarify progress of task TCWeb0701, clarify with Mai until when the problem could be fixed. ☒☐
- d) Concerning TCWeb0713 and TCWeb0716 motivate Bum to check the status report and to add the missing acceptance criteria as soon as possible so that development could start. ☐

Question #37(1 Point) [/ 1]

What is the main goal of a milestone trend analysis (MTA)?
- a) Understanding the estimated content of a milestone during project planning. ☐
- b) Preparing a steering committee meeting. ☐
- c) Controlling milestone dates to increase the project success. ☐
- d) Monitoring the progress of the project and detection of possible delays in time. ☒☐

Question #38(1 Point) [/ 1]

What is the MOST important goal during project closure?
- a) Completing the project documentation. ☐
- b) Getting an approval from the principal. ☒☐
- c) Doing a lessons learned workshop. ☐
- d) Transformation of the project results to the line organization. ☐

Question #39(1 Point) [/ 1]

What is NOT part of the acceptance process in the project closure phase?
- a) Approval ☐
- b) Control ☒☐
- c) Delivery ☐
- d) Transition ☐

Question #40(1 Point) [/ 1]

Which agenda topics fit BEST to a lessons learned workshop?
- a) Evaluation of team performance, listing good/poor quality characteristics of the delivered product(s). ☐
- b) Evaluation of situation analysis, risk management and milestone management (positive/negative). ☐
- c) Positive/negative experiences, success factors, possible improvements. ☒☐
- d) Collection feedback from stakeholders, collection of future requirements. ☐