CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 4 December 2024. Morning Paper.   **Time Allowed: 2 hours.**

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. Which one of the following metrics is a key indicator of a supplier's responsiveness?
    A. Cost per unit
    B. Defect rate
    C. Inventory turnover
    D. Lead time   (2 marks)

2. At what stage of a project life cycle are activities such as performing technical and financial audits as well as securing customer approval or acceptance carried out?
    A. Closeout phase
    B. Customer service phase
    C. Monitor and control phase
    D. Planning phase   (2 marks)

3. Which one of the following key project management objectives helps to streamline processes, optimise resources ensures tasks are completed efficiently and on time?
    A. Operational efficiency
    B. Risk mitigation
    C. Stakeholder engagement
    D. Strategic alignment   (2 marks)

4. The project management office (PMO) best suited for offering consultative support to IT projects by providing templates, best practices, training, access to resources and lessons learnt from previous projects is known as _____.
    A. controlling PMO
    B. departmental PMO
    C. directive PMO
    D. supportive PMO   (2 marks)

5. Resource levelling is a project management technique that aims to balance the demand for resources against the available supply while meeting project constraints. Which one of the following is **NOT** an IT project resource levelling strategy?
    A. Crushing method
    B. Critical chain method
    C. Critical path method
    D. Fast tracking   (2 marks)

6. Susan, a project practitioner, wanted to understand the purpose of the project closure process. Which one of the following statements would provide the **BEST** guidance?
   A. To assess stakeholder satisfaction and conduct the final audit
   B. To confirm project objectives were met and document lessons learnt
   C. To ensure all resources are released and finalise remaining contracts
   D. To review project performance and make a final assessment of scope (2 marks)

7. PRINCE2 places great importance on the principle of "learning from experience." How does this principle influence the execution and success of future projects?
   A. It defines a detailed scope that limits changes made
   B. It ensures strict adherence to timelines and budgets
   C. It helps project teams monitor project costs effectively
   D. It promotes the use of past lessons learnt in projects (2 marks)

8. Alex Mwai is involved in a project that is facing difficulties that could lead to its premature closure. Which one of the following project management teams has the authority to approve this early termination?
   A. Project manager
   B. Project management team
   C. Project sponsor
   D. Project steering committee (2 marks)

9. In which section of a business case document will you find project governance information?
   A. Define the project
   B. Executive summary
   C. Financial section
   D. Project organisation (2 marks)

10. Benefit management is an essential aspect of IT project management that ensures alignment with the organisation's strategic goals and delivery of expected value. During which phase of IT project management is the strategy for managing benefits developed?
   A. Definition stage
   B. Planning stage
   C. Realisation stage
   D. Tracking stage (2 marks)

11. Which one of the following project management tools clarifies employee roles and responsibilities for each task, milestone and decision that takes place throughout an IT project?
   A. Gantt chart
   B. Jobs manual
   C. Project charter
   D. RACI matrix (2 marks)

12. What is the term for a small-scale functional IT project designed to gather early feedback from stakeholders?
   A. Scrum project
   B. Visual model
   C. Walking skeleton
   D. Waterfall model (2 marks)

13. The Level of Effort (LOE) is a project management metric that assesses the time, resources and complexity needed to complete a task or project. Which one of the following options does **NOT** qualify as a task under LOE?
    A. Conducting project kickoff meeting
    B. Conducting risk assessment
    C. Developing project timeline
    D. Performing routine maintenance   (2 marks)

14. Which one of the following activities is a project closure activity found on a checklist?
    A. Conducting a stakeholder analysis
    B. Developing a project charter
    C. Executing the project plan
    D. Performing a final project review   (2 marks)

15. Which one of the following terms **BEST** describes a process that involves the application of authorising procedures to an existing IT system?
    A. Continuous commissioning
    B. Initial commissioning
    C. Re-commissioning
    D. Retro-commissioning   (2 marks)

16. What is the value of x in IT project management equation below?
    Time + x + Scope = Project
    A. Cost
    B. Creep
    C. Quality
    D. Triangle   (2 marks)

17. Salim Owere was examining an IT project plan when he noticed that the completion date for the first prototype was set for December 25. This can be classified as _____.
    A. critical goal
    B. limit item
    C. milestone
    D. project target   (2 marks)

18. PERT was developed to address the needs of projects with unpredictable time and cost estimates. Which one of the following task-time estimates focuses on the maximum possible time needed to complete a task?
    A. Less likely time
    B. Optimistic time
    C. Optimal time
    D. Pessimistic time   (2 marks)

19. In IT projects, a work package consists of defined objectives, deliverables, timelines and resource requirements. Which one of the following schedules outlines activities necessary to complete a work package?
    A. Internal schedule
    B. Product schedule
    C. Project schedule
    D. Task schedule   (2 marks)

20. The Work Breakdown Structure (WBS) outlines each deliverable and its decomposition. The appropriate order for this breakdown is _____.
  A.   plan–project–program–sub project–activity–work–task
  B.   plan–project–program–sub project–activity–task–work
  C.   plan–program–project–sub project–activity–task–work
  D.   plan–program–project–sub project–activity–work–task   (2 marks)

21. The Critical Path Method (CPM) is a technique used to determine the sequence of tasks that must be completed on schedule for the entire project to stay on track. How does CPM assist in identifying potential project bottlenecks?
  A.   By allocating additional resources to non-essential tasks
  B.   By focusing only on project deliverables
  C.   By highlighting tasks with zero float time
  D.   By monitoring the financial aspects of a project   (2 marks)

22. Complete the following sentence: As the project moves into the execution phase, _____.
  A.   a risk response plan is used to identify increasing levels of detailed risk analysis
  B.   risks are identified with each major group of activities
  C.   risks need to be checked-off on activities already performed
  D.   total risks on the project typically increases   (2 marks)

23. The S-curve in project management tracks the progress of an IT project in terms of _____.
  A.   labour and shortcoming
  B.   milestones and labour
  C.   progress and time
  D.   schedule and cost   (2 marks)

24. The Net present value (NPV) method of capital budgeting enables IT project managers to effectively forecast the return on their initial investments. At what NPV threshold should an investment in a project be considered unacceptable?
  A.   Negative
  B.   One
  C.   Positive
  D.   Zero   (2 marks)

25. Which form of power is least effective from the IT manager's viewpoint in terms of influencing functional managers?
  A.   Formal power
  B.   Legitimate power
  C.   Penalty power
  D.   Referent power   (2 marks)

26. Cost and effort estimation refers to predicting resources needed to complete a specific task or project. The following are methods for obtaining a reliable cost and effort estimate, **EXCEPT** _____.
  A.   Analogous estimation method
  B.   Bottom-up estimation technique
  C.   Expert judgment review process
  D.   Random selection of project tasks   (2 marks)

27. Which one of the following methods utilises historical data to improve current estimates, thereby increasing the reliability of the breakdown process by basing it on real-world outcomes?
    A.   Automated estimation tools
    B.   Composition techniques
    C.   Decomposition techniques
    D.   Empirical estimation models   (2 marks)

28. The directed network shown below outlines a sequence of 11 activities necessary for completing an IT project along with the time required for each activity measured in weeks.

D, 7
A, 3
E, 2
H, 2
start
B, 4
I, 5
K, 3   finish
C, 4
F, 6
J, 2
G, 1
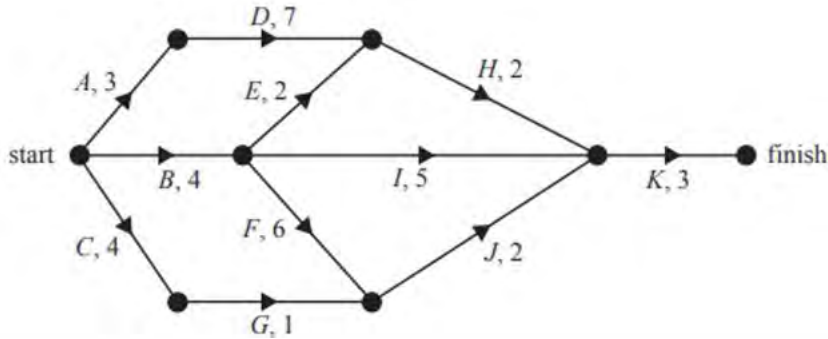
How many of these activities could be postponed without impacting the project's minimum completion time?
    A.   3
    B.   4
    C.   5
    D.   6   (2 marks)

29. Which one of the following agreements pertains to the type that involves multiple contractors working together on an IT project?
    A.   Comprehensive contract
    B.   Parallel contract
    C.   Sequential contract
    D.   Sub-contract   (2 marks)

30. Which one of the following statements **BEST** aligns with a change management strategy?
    A.   Change initiatives should be implemented without any employee input
    B.   Change processes should focus on minimising disruptions
    C.   Effective communication is essential to ensure stakeholder buy-in
    D.   Training programmes are only necessary during the initial phase   (2 marks)

31. Which one of the following quality control methods evaluates the project processes, including compliance with company policies or regulations?
    A.   Audit method
    B.   Benchmarking method
    C.   Cause and effect charts
    D.   Checklists method   (2 marks)

32. In project management, which one of the following components is **LEAST** commonly associated with the characterisation of risk?
    A.   Historical data of past projects
    B.   Impact on project objectives
    C.   Probability of occurrence
    D.   Risk mitigation strategies   (2 marks)

33. Which one of the following statements **BEST** defines a portfolio in project management?
    A. A collection of projects managed as a group to achieve strategic objective
    B. A group of programmes carried out under the sponsorship of an organisation
    C. A group of projects carried out under the sponsorship of an organisation
    D. A range of products and services offered by an organisation (2 marks)

34. Susan Chesang's department is currently undertaking several IT projects. She often begins work on one task, pauses to switch to another and then goes back to the initial task. Susan's situation can **BEST** be described as _____.
    A. multitasking
    B. project prioritisation
    C. task switching
    D. time management (2 marks)

35. Which one of the following management approaches is essential for ensuring that project deliverables adhere to established standards and fulfill customer requirements?
    A. Change management
    B. Commercial management
    C. Continuous management
    D. Quality management (2 marks)

36. The scope statement of the project serves as the foundation for _____.
    A. defining project deliverables and timelines
    B. establishing project objectives and goals
    C. identifying key stakeholders and their roles
    D. managing project risks and uncertainties (2 marks)

37. What strategy can a project manager employ to effectively monitor and manage costs throughout the lifecycle of a research project?
    A. Conducting comprehensive risk assessments and adjustments
    B. Establishing regular review meetings with stakeholders
    C. Implementing rigorous budgeting and forecasting techniques
    D. Utilising advanced software for time tracking and reporting (2 marks)

38. Project risk has **THREE** characteristics: _____, _____ and _____.
    A. notification, frequency of relevant events, probability of occurrence
    B. quality, risk planning, total number of risk events
    C. risk event, probability occurrence, the amount at stake
    D. what might happen, who it happens to, how much will it cost (2 marks)

39. In which stage of team development do team members express concerns about their roles within the group and how their skills and abilities measure up against those of their peers?
    A. Forming
    B. Norming
    C. Performing
    D. Storming (2 marks)

40. What is the term given to a scenario in which one of two or more potential risk events will occur due to an action, but the specific nature of these events is uncertain and their probabilities cannot be determined objectively?
   A. Contingency
   B. Risk
   C. Risk Adversity
   D. Uncertainty (2 marks)

41. In project management, the **THREE** elements known as triple constraints are _____.
   A. money, cost and return on investment
   B. men, materials and machines
   C. time, cost and performance
   D. time, value and performance (2 marks)

42. Which one of the following management personnel is responsible for coordinating the successful completion of projects by assembling the right team members at the right time to address specific challenges and support informed decision-making?
   A. Operations manager
   B. Project coordinator
   C. Project manager
   D. Strategic business unit head (2 marks)

43. A planning strategy that outlines the tasks to be accomplished and offers a concise overview of the work to be undertaken in subsequent phases is referred to as _____.
   A. Operational
   B. Progressive detailing
   C. Rolling wave
   D. Strategic (2 marks)

44. A Key Performance Indicator (KPI) is a measurable value that helps assess the performance of an organisation, department or individual. Which one of the following indicators represents a valid project KPI?
   A. Management buy in
   B. Master schedule
   C. Milestone achievement
   D. Staff appraisals (2 marks)

45. One of the primary goals of a post-project evaluation is to _____.
   A. capture learning and document it for future use
   B. ensure acceptance of all permanent documentation signed by the sponsor
   C. establish that project benefits have been identified
   D. validate overall progress to date against the budget and schedule (2 marks)

46. A Project Management Plan (PMP) is a detailed document that defines the strategies, processes and resources necessary for the successful completion of a project. Which one of the following strategies is a strategy for acquiring goods and services?
   A. organisational structure
   B. procurement management
   C. resource management
   D. Schedule (2 marks)

47. What project management approach is best suited for adapting to evolving requirements and maintaining flexibility throughout the project lifecycle?
    A. Agile
    B. Iterative model
    C. PRINCE2
    D. Waterfall   (2 marks)

48. Scheduling involves the systematic organisation and planning of activities or events within a specific timeframe. It entails _____.
    A. allocating time slots for various tasks
    B. assessing the risks associated with an event
    C. defining the objectives and goals of an event
    D. determining the resources needed for an event   (2 marks)

49. In the best-case scenario, an IT project may be completed in 190 days. In a more realistic situation, the project could take approximately 375 days to complete. In the worst-case scenario, the project might take up to 1,010 days. What is the total time required to complete this project using a three-point analysis?
    A. 450 days
    B. 525 days
    C. 635 days
    D. 820 days   (2 marks)

50. Which one of the following change control processes minimises risks associated with project scope changes?
    A. Conducting regular team meetings
    B. Establishing a flexible project timeline
    C. Implementing a formal approval process
    D. Increasing project budget allocations   (2 marks)

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 21 August 2024. Morning Paper.   **Time Allowed: 2 hours.**

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. Which one of the following terms represents the value of actual work accomplished as compared to the expected completion amount for a certain period in project management?
   A. Actual cost
   B. Planned value
   C. Project value
   D. Earned value   (2 marks)

2. Which one of the following levels of work breakdown structure (WBS) contains the work package with further segmentation of sub-deliverables into smaller components or tasks?
   A. Level 3
   B. Level 4
   C. Level 5
   D. Level 2   (2 marks)

3. A well-prepared business case is essential for securing approval and resources for your project. Which one of the following statements **DOES NOT** represent a benefit of writing a business case?
   A. Upon project completion, you cannot compare the business case to the post-project evaluation
   B. The information one provides in the initial business case converts easily to action steps and milestones
   C. It allows one to change direction before investing in a particular approach
   D. The information it contains can help inform other steps if the proposal receives approval   (2 marks)

4. An IT project management technique that involves resolving over allocation or scheduling conflicts to ensure a project can be completed with the available resources is known as _____.
   A. cost analysis
   B. budgeting
   C. resource leveling
   D. resource estimation   (2 marks)

5. Assume that at the 60% mark of a $20,000 IT project, the actual completion value equals 50% of the effort. Considering that the actual cost of the service finished is $8,000. What is the cost variation for this project?
   A. $1200
   B. $2,000
   C. $12,000
   D. $10,000   (2 marks)

6. In which investment assessment technique do we compute the difference between the current value of cash inflows and cash outflows over a set period of time and estimate a project's profitability?
   A. Payback period
   B. Accounting rate of return
   C. Net present value
   D. Accounting value   (2 marks)

7.   Which one of the following project activities should be undertaken at the planning phase of an IT project?
        A.   Conduct technical and financial audits
        B.   Set up and execute work packages
        C.   Develop network analysis
        D.   Establish project scope   (2 marks)

8.   You are the project manager at Devex Music Production. Your team has specified dependencies, estimated timeline and resource requirements for the project. In the context of the statement above, which one of the following tools will **NOT** be useful?
        A.   Schedule compression
        B.   Resource levelling
        C.   Reverse analysis
        D.   Critical chain method   (2 marks)

9.   What is the term given to the approach where you agree to a customer's request to complete their ERP project schedule two weeks earlier by overlapping some activities?
        A.   Fast tracking
        B.   Concurrent engineering
        C.   Crashing
        D.   Resource levelling   (2 marks)

10.   The primary purpose of an IT project charter is to _____.
        A.   give the project a legal grounding to protect the parties involved
        B.   show the schedule of the project from initiation to termination
        C.   name the project manager and to give authority to initiate the project
        D.   identify the project stakeholders and outline their duties   (2 marks)

11.   Which one of the following parameters defines an IT product's minimum functionality and characteristics but does **NOT** dictate a solution?
        A.   Systems architecture
        B.   Product scope
        C.   Project scope
        D.   Technical approach   (2 marks)

12.   Which one of the following statements about inspection in project management is **TRUE**?
        A.   It is an appropriate way to ensure quality
        B.   Is expensive and time-consuming
        C.   Reduces rework and overall costs
        D.   Is always effective in stopping defective products from reaching the customer   (2 marks)

13.   The following are reasons why a statement of work (SOW) is critical to IT project success, **EXCEPT** _____.
        A.   it documents completely the budgetary implications of the IT project
        B.   the document completely describes the work to be done
        C.   SOW describes what constitutes IT project acceptance
        D.   it describes what project team must do to provide an acceptable IT product   (2 marks)

14.   Which one of the following project management processes will involve deciding how to approach and plan the risk management activities for a project?
        A.   Planning risk management
        B.   Identifying risks
        C.   Performing risk mitigation
        D.   Performing risk analysis   (2 marks)

15.   In IT project management, stakeholder analysis involves answering four basic questions. Which one of the following is **NOT** a valid question?
        A.   Who is the stakeholder (or potential stakeholder)?
        B.   What is the stakeholder's position, relative to supporting the project?
        C.   What is the political influence of the stakeholder?
        D.   What is the strategy for changing the stakeholder's position if it is less than positive?   (2 marks)

16. Which one of the following is a suitable term for a meeting held when the project team has defined an IT project to a large extent?
    A.   Staff meeting
    B.   Management meeting
    C.   Kickoff meeting
    D.   Swearing-in meeting   (2 marks)

17. David is the project documents controller for a multi-million-dollar digital deployment project. David just got a document from his project manager. The document outlines the project stakeholders' communication needs for the current project phase. Which one of the following project documents should David update?
    A.   Stakeholder management plan
    B.   Stakeholder register
    C.   Stakeholder engagement assessment matrix
    D.   Work breakdown structure   (2 marks)

18. Which one of the following types of audit is performed to determine whether the requirements of an IT project have been completely met?
    A.   Technical audit
    B.   Financial audit
    C.   Usability audit
    D.   Competency audit   (2 marks)

19. What kind of chart in project management is represented by the figure below?
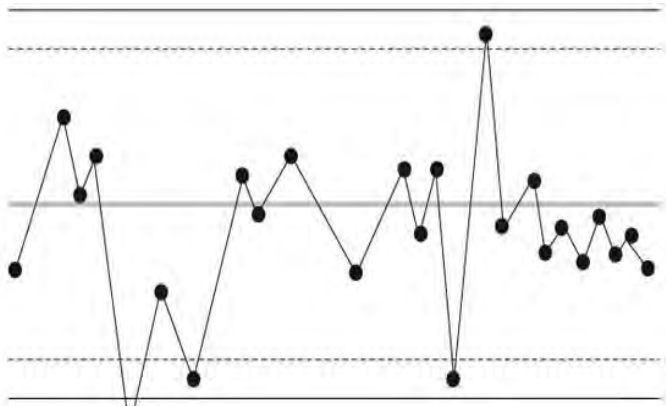
    A.   Control
    B.   Pareto
    C.   Scatter
    D.   Flow   (2 marks)

20. There are several strategies or opportunities for making stakeholders feel as part of the project. Which one of the following strategies is misplaced?
    A.   Actively involving them in the project
    B.   Providing regular progress reports
    C.   Including them in formal briefings and project reviews
    D.   Providing them with stipend from project kitty   (2 marks)

21. In the context of the Project Management Body of Knowledge (PMBOK), which one of the following embodies the project's quality management knowledge area process sequence?
    A.   Perform Quality Assurance, Plan Quality Management, Control Quality
    B.   Control Quality, Plan Quality Management, Perform Quality Assurance
    C.   Plan Quality Assurance, Perform Quality Assurance, Control Quality assurance
    D.   Plan Quality Management, Perform Quality Assurance, Control Quality   (2 marks)

22. Which one of the following documents makes a major input to the project risk-planning step?
    A. Organisation structure manual
    B. Organisational policies or guidelines
    C. Organisation skills-set document
    D. Organisational resources guidelines (2 marks)

23. The estimation method, which uses a three-tiered procedure of basic, intermediate and detailed to estimate effort, cost and schedule utilising sophisticated formulas from historical project data, is known as _____ .
    A. Constructive Cost Model
    B. Function Point
    C. Source Lines of Code
    D. Weighted Micro Function Points (2 marks)

24. Which one of the following terms refers to the IT project management process of converting the impact of risk on the project into numerical terms?
    A. Quantifying risk
    B. Risk statistics
    C. Risk Numeracy
    D. Valuing risk (2 marks)

25. Study the scope triangle shown below and name the part labelled X.

    A. Scope creep
    B. Project delay
    C. Product scope
    D. Completion time (2 marks)

26. Which one of the following methods of IT project commissioning is used to verify and confirm that project components are still in excellent working order after a set amount of time and frequency of use?
    A. Retro-Commissioning
    B. Monitor-Based Commissioning
    C. Re-Commissioning
    D. De-Commissioning (2 marks)

27. The calculation of financial indicators is a significant part of an IT project business case. Which one of the following indicators compares the money earned (or lost) on investment to the invested amount?
    A. Profitability Index
    B. Payback Time
    C. Cost-Benefit Ratio
    D. Return on Investment (2 marks)

28. The following are types of tolerance in the PRINCE2 methodology, **EXCEPT** _____.
    A. time/schedule
    B. cost/budget
    C. constraint
    D. quality (2 marks)

29. The name given to the time necessary to complete a project is referred to as _____.
    A. implementation time
    B. life cycle
    C. operations cycle
    D. production cycle (2 marks)

30. What type of supplier contract involves multiple vendors supplying raw materials or products?
    A.   Exclusive Agreement
    B.   Non-Exclusive Agreement
    C.   Service Level Agreement
    D.   Master Supply Agreement   (2 marks)

31. Which one of the following phases of supplier management involves sharing relevant information, setting up communication channels and clarifying roles and responsibilities?
    A.   Negotiation and contracting
    B.   Performance monitoring
    C.   Supplier onboarding
    D.   Communication and collaboration   (2 marks)

32. To guarantee senior management commitment to the project, the Business Case must be formalised and approved by executives. Which one of the following activities is part of this type of approval?
    A.   Starting up a project
    B.   Initiating a project
    C.   Directing a project
    D.   Managing product delivery   (2 marks)

33. Which one of the following activities is a step in PRINCE2's recommended approach to planning?
    A.   Describe the means of communication for the project
    B.   Identify activities and dependencies
    C.   Implement responses for opportunities
    D.   Baseline the project deliverables   (2 marks)

34. Risk management involves identifying, assessing and prioritising risks, then coordinating resources effectively to minimise, monitor and control the impact of unfortunate events. Which one of the following activities does **NOT** play an important role in risk management?
    A.   Authorise the project
    B.   Updating the business case
    C.   Plan the next stage
    D.   Capture and examine issues and risks   (2 marks)

35. The Product-Based Planning technique focuses on defining and analysing the products (deliverables) that the project will produce. Which one of the following products is **NOT** created within the Product-Based Planning technique?
    A.   Product breakdown structure
    B.   Product flow diagram
    C.   Product descriptions
    D.   Product checklist   (2 marks)

36. In your opinion, which one of the following statements describes the difference between an "activity list" and an "activity attribute"?
    A.   As opposed to an activity attribute, an activity list provides resource requirements and constraints related to activities
    B.   An activity list provides a more concrete list of milestones for a project than an activity attribute
    C.   An activity attribute is a tabulation of activities to be included on a project schedule whereas an activity list is not
    D.   An activity attribute provides more schedule-related information about each activity than an activity list
                                                                                          (2 marks)

37. What serves as a benchmark for completing significant project phases or deliverables, aiding in progress tracking, alignment with the project plan and reporting to stakeholders?
    A.   Milestone
    B.   Activity attribute
    C.   Activity sequence
    D.   Schedule baseline   (2 marks)

38. Which one of the following statements describes finish-to-finish dependency?
    A.   It is a dependency in which the "from" activity cannot start until the "to" activity or successor is started
    B.   It is a dependency in which the "from" activity must finish before the "to" activity or successor can start
    C.   It is a dependency in which the "from" activity must start before the "to" activity can be finished
    D.   It is a dependency in which the "from" activity must be finished before the "to" activity can be finished   (2 marks)

39. Which one of the following statements illustrates similarities between scope control and schedule control?
    A.   Both are initial processes of project time management
    B.   Both of its primary tasks are to establish project objectives and milestones
    C.   Both are portions of the integrated change control process under project integration management
    D.   Both of these processes should occur before estimating activity durations   (2 marks)

40. If a project manager is looking for revenue for a value-added scope change, what would be the project manager's first choice be?
    A.   Management reserve
    B.   Customer-funded scope change
    C.   Undistributed budget
    D.   Retained profits   (2 marks)

41. A tool that shows a project schedule in a graphic representation is known as _____.
    A.   network diagram
    B.   pert charts
    C.   gantt chart
    D.   work breakdown structure   (2 marks)

42. In project management, stakeholders are defined as any individual who is connected with or affected by the project, has a vested interest in its success, and contributes to its execution in a number of ways. Who among the following is responsible for securing more resources for a project?
    A.   Functional manager
    B.   Project manager
    C.   Director of project management
    D.   Customer   (2 marks)

43. Unit Price (UP) contract provides a balanced approach for projects where the exact scope cannot be precisely determined at the outset, allowing for flexibility and fairness in payment based on actual work performed. Which one of the following statements describes UP?
    A.   A reimbursement of allowable costs plus a fixed fee which is paid proportionately as the contract progresses
    B.   A reimbursement of allowable cost of services performed plus an agreed upon percentage of the estimated cost as profit
    C.   The supplier with a fixed price for delivered performance plus a predetermined fee for superior performance
    D.   A fixed price where the supplier agrees to furnish goods and services at unit rates and the final price is dependent on the quantities needed to carry out the work   (2 marks)

44. Which one of the following parameters provides an IT project manager with an approximate amount of money required from a point in time to the estimated end of the project?
    A.   Estimate to complete
    B.   Schedule performance index
    C.   Budget at completion
    D.   Cost performance index   (2 marks)

45. The Level-of-Effort Statement of Work can be designed for almost any type of service. Which one of the following options is a result of this type of effort?
    A.   The customer's needs
    B.   How to do the work
    C.   An hour of work
    D.   The cost of work done   (2 marks)

46. There are three elements or sub-steps to evaluating IT project risks. Which one of the following elements is **NOT** among them?
    A.   Filtering the risk
    B.   Transferring the risk
    C.   Determining the probability of risk event occurring
    D.   Prioritising the risk   (2 marks)

47. What is the name of a task, which does not directly result in the modification or qualification of a required project deliverable?
    A.   Indirect
    B.   Overhead
    C.   Dependent
    D.   Constraint   (2 marks)

48. Which IT project estimation technique utilises a mathematical method involving a weighted average of optimistic, most likely, and pessimistic estimates for a work package?
    A.   Top-down
    B.   Analogous
    C.   Bottom-up
    D.   Three-point   (2 marks)

49. Which one of the following steps is excluded from the process of implementing the cost of poor quality?
    A.   Pareto the quality costs and adopt an action first mindset
    B.   Validate the quality cost data with finance
    C.   Over-estimate the current capabilities of machines, systems and processes
    D.   Present the new quality cost model to top management   (2 marks)

50. Supplier performance management (SPM) requires a structured approach, clear communication and ongoing commitment from both the buying organisation and its suppliers. Which one of the following statements is **NOT** a benefit of supplier performance management?
    A.   Help agencies receive quality goods and services based on the contract requirements and achieve value for money
    B.   Reduce the possibility of poor supplier performance and make the supplier accountable for their performance on the contract
    C.   Identify areas for the supplier to improve their performance
    D.   Establish bad working relationships with suppliers, where their performance is discussed openly and dishonestly
                                                                                              (2 marks)

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 24 April 2024. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1.   Which one of the following is **NOT** a role of a programme manager in IT projects?
      A.   Managing risks and issues and taking corrective measures
      B.   Coordinating projects and their interdependencies
      C.   Managing and utilising resources across projects
      D.   Tracking key performance indicators for benefit realisation   (2 marks)

2.   Which one of the following is **NOT** a task during IT project execution phase?
      A.   Accounting for used and unused budget
      B.   Creating tasks and organising workflows
      C.   Briefing team members on tasks
      D.   Communicating with team members and upper management   (2 marks)

3.   A business case is created in response to the following needs, **EXCEPT** _____.
      A.   Customer request
      B.   Professional need
      C.   Technological advance
      D.   Legal requirement   (2 marks)

4.   Which one of the following statements about IT projects is **CORRECT**?
      A.   They are often stand-alone
      B.   They have fewer stakeholders who are easy to identify
      C.   They are not integrated with most business functions
      D.   They are usually linked with business processes   (2 marks)

5.   There are two ways to represent a WBS. Name the format depicted by figure 1 below.

WBS Number	Description	WBS Level
1.0	Project or Contract Name	1
1.1	Major Project Subdivision	2
1.1.1	Task	3
1.1.1.1	Subtask	4
1.1.1.1.1	Work Package	5
1.1.1.1.1.1	Components	6

Figure 1
      A.   Graphical format
      B.   Summary format
      C.   Indented format
      D.   Tabular format   (2 marks)

6. Which one of the following is **NOT** a type of a project schedule?
   A. Master
   B. Milestone
   C. Detailed
   D. Structural (2 marks)

7. In IT project network diagram, what would you get by subtracting the Early Finish from the Late Finish of a task?
   A. Critical path
   B. Slack
   C. Precedence
   D. Project schedule (2 marks)

8. The process of assessing, in a structured way, the case for proceeding with a project or proposal, or the project's viability is referred to as?
   A. Project Appraisal
   B. Planned Execution
   C. Project Schedule
   D. Monitoring and Evaluation (2 marks)

9. Which one of the following statements **BEST** differentiates project lifecycle from systems development lifecycle?
   A. Project life cycle applies to non-IT projects, while systems development lifecycle focuses on IT-based projects
   B. Project lifecycle takes place before systems development lifecycle in project management
   C. Project lifecycle encompasses all activities of the project, while systems development lifecycle focuses on accomplishing product requirements
   D. Systems development lifecycle takes place before project management in project management (2 marks)

10. Which one of the following activities does **NOT** take place during Monitoring and Control phase of project lifecycle?
    A. Setting up project organisation
    B. Setting up and executing work packages
    C. Directing, monitoring and controlling project
    D. Develop network analysis (2 marks)

11. Suggest the most appropriate term for defining the functions and characteristics of an IT product and the technical considerations for building it.
    A. Project scope
    B. Product scope
    C. Product specifications
    D. Project specifications (2 marks)

12. Essex Company has contracted you to undertake an IT project. Select from the list below a non-functional requirement of the IT project.
    A. Company Logo
    B. Employee Roster
    C. Web-based
    D. Company service list (2 marks)

13. As a project manager, you have been provided with the statement below by a client: "The product shall be capable of testing 300 samples per hour and shall print test results on a standard-size sheet (81/2 by 11 inches) in a two column, tabular format". How many requirements are in this statement?
    A. 1
    B. 2
    C. 3
    D. 4 (2 marks)

14. There are three major types of statements of work (SOW) used in IT projects. Which of the following is **NOT** a type of SOW?
    A. Design or detailed specifications
    B. Level of effort
    C. Level of completion
    D. Performance (2 marks)

15. In IT projects, risks have three components. Which of the following is **NOT** one of them?
    A.   Event
    B.   Persons responsible
    C.   Probability of event occurrence
    D.   Impact to the project   (2 marks)

16. A customer changed the project scope of an IT project contrary to earlier agreement. What type of risk does this pose to the project manager?
    A.   Business risk
    B.   Pure risk
    C.   Insurable risk
    D.   Scope risk   (2 marks)

17. Suggest the type of project team organisational structure characterised by project manager having project control and the team members are assigned to the project from various functional groups.
    A.   Individual
    B.   Functional
    C.   Matrix
    D.   Project   (2 marks)

18. Which one of the following is **NOT** an example of a milestone in IT project management?
    A.   Applying for funding from the bank
    B.   The beginning and end dates for project phases
    C.   Getting approval from a stakeholder that allows you to move to the next phase
    D.   Key deliverables, meetings or events   (2 marks)

19. Name the technique of IT project estimation where the project manager looks at a previous, similar project and studies its variables to come up with an estimate for the time and cost of the current project.
    A.   Bottom-up Estimate
    B.   Top-Down Estimate
    C.   Expert Judgement
    D.   Analogous Estimating   (2 marks)

20. Which one of the following terms depicts an actionable plan that is to be enacted if an identified risk becomes a reality in IT project management?
    A.   Mitigation plan
    B.   Contingency plan
    C.   Recovery plan
    D.   Continuity plan   (2 marks)

21. The activities X, Y and Z are the direct predecessors of P. What is the earliest starting time for P if the three activities' earliest finish times are 12, 15 and 10 respectively?
    A.   5
    B.   10
    C.   12
    D.   15   (2 marks)

22. Which quality management process provides evidence to stakeholders that all quality-related activities are being done as defined and promised in IT project?
    A.   Quality planning
    B.   Quality assurance
    C.   Quality symbol
    D.   Quality control   (2 marks)

23. The following are negotiations skills that IT project managers should possess, **EXCEPT** _____.
    A.   Communication
    B.   Emotional intelligence
    C.   Problem-solving
    D.   Personal grooming   (2 marks)

24. What is the name of the act of missing deadlines when managing a task or series of tasks in project management?
    A. Creeping
    B. Slippage
    C. Lagging
    D. Sluggish   (2 marks)

25. Dan, an IT project manager intends to generate reports using a project management program. Which one of the following reports is he likely **NOT** to use?
    A. Milestone report
    B. Earned Value Report
    C. Funding report
    D. Critical Tasks report   (2 marks)

26. Select from the list below a type of cost that could be found in IT project management.
    A. Sunk cost
    B. Unforeseen cost
    C. Contingency cost
    D. Legal cost   (2 marks)

27. Which one of the following is **NOT** a type of change management that is applicable in IT project management?
    A. Anticipatory
    B. Decremental
    C. Reactive
    D. Strategic   (2 marks)

28. Project inspection considers what completed work and may include finished deliverables or assets, goods and services procured during the project. Inspections are used in the following processes, **EXCEPT** _____.
    A. Validate Sponsor
    B. Control Quality
    C. Control Procurements
    D. Validate Scope   (2 marks)

29. In IT project management, supplier performance is evaluated based on series of key performance indicators. Which of the following metric would be of little help in evaluating supplier performance?
    A. Communication lag times
    B. Quality of products
    C. Vendor financial stability
    D. Frequency of changes in location   (2 marks)

30. Which one of the following is **NOT** a principle of PRINCE2 as used in IT project management?
    A. Continued business justification
    B. Manage by walking around
    C. Learn from experience
    D. Defined roles and responsibilities   (2 marks)

31. A project support office (PSO) is a temporary or permanent organisational unit that provides a portfolio of services to support project teams. Which one of the following is **NOT** a type of PSO?
    A. Directive
    B. Controlling
    C. Integrative
    D. Supportive   (2 marks)

32. In IT projects there are several types of project management frameworks designed for different projects, team sizes and budgets. Select the **ODD** one out.
    A. Scrum
    B. Lean
    C. Waterfall
    D. Spiral   (2 marks)

33. Which one of the following terms **BEST** describes the analysis done to consider the profitability of an investment over the life of an asset alongside considerations of affordability and strategic fit.
    A. Project funding
    B. Investment appraisal
    C. Return on investment
    D. Business case (2 marks)

34. Which one of the following types of project closure is undertaken where the project keeps being extended primarily because of changes in the constraints?
    A. Normal closure
    B. Premature closure
    C. Perpetual closure
    D. Failed closure (2 marks)

35. What type of project commissioning focuses on maintaining and improving the performance of an IT system over time?
    A. Design commissioning
    B. Continuous commissioning
    C. Retro commissioning
    D. Start-up commissioning (2 marks)

36. Below are some reasons on the uses of a project management triangle. Which one is **NOT**?
    A. Eliminate project risk
    B. Ease client communication
    C. Clarify project priorities
    D. Manage change easily (2 marks)

37. How is total cost of ownership (TCO) calculated in IT project management?
    A. TCO = purchase price + cost of installation
    B. TCO = design price + cost of installation
    C. TCO = purchase price + cost of operation
   D. TCO = programming price + testing price (2 marks)

38. The table below shows activities and duration of an IT project. Use the Critical Path Method to determine the critical path.

Activity	Immediate predecessor	Duration
A	-	3
B	-	4
C	-	6
D	B	3
E	A	9
F	A	1
G	B	4
H	C, D	5
I	C, D	4
J	E	3
K	F, G, H	6
L	F, G, H	3
M	I	6
N	J, K	9

    A. B-D-H-K-N
    B. A-D-J-K-M
    C. C-E-F-J-N
    D. A-D-K-M-N (2 marks)

39. What is the name given to quantified description of the acceptable variation for a particular quality requirement in project management?
    A. Dependency
    B. Tolerance
    C. Variance
    D. Deviation (2 marks)

40. Suggest a circumstance that could necessitate leasing some resources in a project.
    A.   Availability of cash to lease
    B.   In order to avoid paying taxes
    C.   Lack of storage space for purchased equipment
    D.   In order to manage capital and debt   (2 marks)

41. Which type of IT project constraints use the principle of "As Soon as Possible and as Late as Possible"
    A.   Flexible constraints
    B.   Moderately flexible constraints
    C.   Inflexible constraints
    D.   Moderately inflexible constraints   (2 marks)

42. Suggest the **MOST** appropriate term for an estimate of the budget required to complete an IT project.
    A.   Total cost
    B.   Variable cost
    C.   Fixed overhead
    D.   Cost baseline   (2 marks)

43. In IT project management, which feature represents a collection or group of sub-tasks and serves as a way to structure and organise related tasks within the project?
    A.   Progress task
    B.   Summary task
    C.   Precedence task
    D.   Complex task   (2 marks)

44. Below are the steps in requirements identification process of an IT project. Which one is **NOT**?
    A.   Determine whether the project is the correct one for implementation
    B.   Look for special conditions placed by the customer
    C.   Check the requirements against the internationally recognised standards
    D.   Capture all the requirements in every document pertaining to the project   (2 marks)

45. Which one of the following IT project stakeholders are **NOT** so obvious?
    A.   Creditors
    B.   Functional managers
    C.   Suppliers
    D.   System user   (2 marks)

46. What would be the last item in an IT project plan report?
    A.   Evaluation Criteria
    B.   Appendixes
    C.   Potential Risks
    D.   Cost Estimates and Budget   (2 marks)

47. Figure 2 below shows an extract of network diagram. Suggest the task that requires a lot of risk planning.
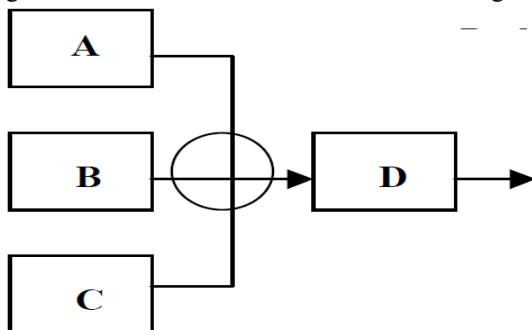
    A.   Task A
    B.   Task B
    C.   Task C
    D.   Task D   (2 marks)

48. Which one of the following dimensions does **NOT** determine the development speed of an IT project?
   A. Process
   B. People
   C. Environment
   D. Technology   (2 marks)

49. A sizeable number of IT projects fail due to scope creep. Which of the following is **NOT** a cause of scope creep?
   A. Stakeholders involvement in the project
   B. Lack of clarity around project deliverables
   C. Poorly defined project requirements
   D. Lack of communication around project details   (2 marks)

50. Which one of the following terms **BEST** describes surveillance and tracking of an IT project to ensure that all the tasks are completed on time?
   A. Project appraisal
   B. Project planning
   C. Project tolerance
   D. Project monitoring   (2 marks)

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 6 December 2023. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1.   Which of the following refers to a set of activities which are networked in an order and aim at achieving a goal.
     A.   Project
     B.   Process
     C.   Project management
     D.   Project cycle   (2 marks)

2.   What name is given to an agreement between a buyer and a seller that establishes the framework for future purchases of goods or services?
     A.   Call off contact
     B.   Purchaser Contract
     C.   Supplier Contract
     D.   Mutual Contact   (2 marks)

3.   Which of the following is **NOT** a method of monitoring IT supplier performance?
     A.   Providing supplier feedback
     B.   Holding periodic review meetings with the supplier
     C.   Having a contract in place that stipulates standards to adhere to
     D.   Periodic reshuffling of suppliers   (2 marks)

4.   Which of these software characteristics are used to determine the scope of a software project?
     A.   Context, lines of code, function
     B.   Context, function, communication requirements
     C.   Information objectives, function, performance
     D.   Communications requirements, performance, information objectives   (2 marks)

5.   Which of the following is **NOT** a stage in IT project configuration management?
     A.   Planning and Identification
     B.   Version Control and Baseline
     C.   Change Control
     D.   Patch Management   (2 marks)

6.   Which of the following is **NOT** a benefit of setting high-quality standards in IT project management?
     A.   Reduce failure and risks
     B.   Increase security of project
     C.   Raises profitability per service delivery and profitability per offer
     D.   Enhance client satisfaction   (2 marks)

7.   Which of the following quality management tools will generate, organise and consolidate information concerning an IT product, process, complex issue or problem without quantifying them?
     A.   Affinity diagrams
     B.   Process decision program charts
     C.   Interrelationship diagrams
     D.   Prioritisation matrices   (2 marks)

8.   Which of the following are the **FIVE** dimensions that must be managed on a project?
        A.   Constraint, Quality, Cost, Schedule, Staff
        B.   Features, Quality, Cost, Schedule, Staff
        C.   Features, Priority, Cost, Schedule, Staff
        D.   Features, Quality, Cost, Schedule, Customer   (2 marks)

9.   What name is given to an individual who is ultimately accountable for ensuring that risk is managed appropriately in IT project?
        A.   Risk champion
        B.   Risk cover
        C.   Risk insurer
        D.   Risk owner   (2 marks)

10.   What is the purpose of a risk register in IT project management?
        A.   A log that identifies risks along with their severity and the actions and possible steps to mitigate them
        B.   A record that identifies people likely to be affected by an IT project and the steps taken to support them
        C.   A record established as a statutory measure in IT project management
        D.   A log of all past risk mitigation measures taken in IT project used as a benchmark for on-going projects
                                                                                           (2 marks)

11.   Which of the following activities aims at realigning the performance of an IT project work with the project management plan?
        A.   Preventive Action
        B.   Defect Repair
        C.   Modification Action
        D.   Corrective Action   (2 marks)

12.   In which model is each component of the software product separately estimated and results aggregated to produce an estimate for the overall job?
        A.   Algorithmic model
        B.   Expert judgment
        C.   Bottom-up
        D.   Top down   (2 marks)

13.   Which of the following should **NOT** be included in a business case?
        A.   Business approach
        B.   Reasons
        C.   Major risks
        D.   Business options   (2 marks)

14.   A Project Manager is preparing a Project Schedule network diagram. During the diagram development, she removes a dependency between two tasks that was defined in an earlier stage. After the network diagram is completed, she updates activity attributes for the two tasks. This is an example of:
        A.   Define Activities
        B.   Sequence Activities
        C.   Develop Schedule
        D.   Lack of change control   (2 marks)

15.   What is the primary objective of the quality review technique in IT project management?
        A.   Develop and improve the specification of a product through continuous assessment
        B.   Correct any errors found in a product during quality review technique
        C.   Involve key interested parties in promoting wider acceptance of the product
        D.   Update the status information in the Configuration Item record when a product is signed-off   (2 marks)

16.   A client has requested modifications that go beyond the agreed IT project scope. Suggest the project manager's initial action.
        A.   Immediately consult the project sponsor
        B.   Immediately raise an invoice for the changes requested
        C.   Deny the request because it is not a part of the original scope
        D.   Assess impact on triple constraints and use formal change control procedures   (2 marks)

17. Which of the following are characteristics of Project mindset?
    A. Time, Responsiveness, Information sharing, Processes, structured planning
    B. Time, Project management, Information sharing, Processes, structured planning
    C. Time, Responsiveness, Information sharing, capability, structured planning
    D. Time, Responsiveness, Information sharing, Processes, project planning (2 marks)

18. Activities W, X, and Y are the immediate predecessors for Z activity. If the earliest finishing time for the three activities are 12, 15, and 10. What will be the earliest starting time for Z?
    A. 10
    B. 15
    C. 12
    D. 5 (2 marks)

19. Which of the following is an example of a deliverable at the end of the requirements gathering phase in a software design project?
    A. Responsibility matrix creation
    B. Detail design document
    C. Business needs report
    D. Project team assembled (2 marks)

20. The following are basic characteristics of the project life cycle, **EXCEPT**:
    A. Closing the project
    B. Starting the project
    C. Carrying out the project work
    D. Checking the project (2 marks)

21. In IT project management, what is the **BEST** term for delays, duplication, over-production and errors?
    A. Waste
    B. Work in progress
    C. Risks
    D. Issues (2 marks)

22. The following are inputs in developing a project charter process, **EXCEPT**:
    A. Business case
    B. Project management plan
    C. Enterprise environmental factors
    D. Project statement work (2 marks)

23. Which of the following tool or techniques would you find useful when developing a project management plan?
    A. Product scope analysis
    B. Project management information systems
    C. Expert judgement
    D. Business case (2 marks)

24. You are in the process of directing and managing work to be done on an IT project. Which of the following would **NOT** be of use to you during this process?
    A. Project management plan
    B. Approved change request
    C. Enterprise environmental factors
    D. Work performance data (2 marks)

25. A project manager is running an ERP installation project. The client is unhappy due to budget overrun occasioned by staff being more expensive than planned. The client is also unhappy that upon project completion the servers will not have enough disk space as needed. Which of the following constraints was **NOT** affected by this problem?
    A. Quality
    B. Time
    C. Cost
    D. Resource (2 marks)

26. A project manager of a new accounting information system noted that one accounts clerk likes the current system and is refusing to be trained on the new one. What is the **BEST** way to handle this situation?
   A. Refuse to work with the accounts clerk who is proving difficult
   B. Appeal to the accountant's manager and ask to have the clerk required to take the training
   C. Get a special dispensation so that the accounts clerk does not have to undergo the training
   D. Work with the accounts clerk to understand the concerns and do what is possible to alleviate them

   (2 marks)

27. An IT project is facing high levels of attrition due to workload and tight deadlines. What would be an effective method to reduce attrition and improve team motivation?
   A. Tighten performance monitoring and implement stricter penalties for underperformance
   B. Reassess the workload distribution and provide additional support for critical tasks
   C. Inform the team members that further attrition might lead to the project's cancellation
   D. Ask the remaining team members to take over tasks from departing members (2 marks)

28. An external vendor has completed the contract for a software development project. A scrutiny of the procurement process revealed some discrepancies in the attached invoice. Propose a method of handling this situation.
   A. Contact the vendor to discuss and resolve the discrepancies
   B. Terminate the vendor's contract without payment
   C. Forward the invoice to your finance department without reviewing it
   D. Ignore the discrepancies and approve the invoice for payment (2 marks)

29. Which of the following documents would prevent scope creep on work packages?
   A. Work breakdown structure
   B. Statement of work
   C. Work authorisation system
   D. Work breakdown structure dictionary (2 marks)

30. Suggest a possible reason why IT projects have a work breakdown structure (WBS).
   A. WBS shows activities of the project
   B. WBS organises and defines the project scope
   C. WBS identifies areas of the project that require additional planning
   D. WBS identifies the project (2 marks)

31. An IT project manager is conducting an inspection to determine if the work satisfies the requirements and product acceptance criteria. What is the objective of this process?
   A. To ensure that the project becomes a benchmark for future similar projects
   B. Ensuring correctness of work results
   C. Obtaining formal acceptance of the project's deliverables
   D. Obtaining approval to proceed with project execution (2 marks)

32. A project manager of a software development project received stakeholders' feedback, which pointed out several perceived faults. Which of the following responses would be appropriate for the manager?
   A. Thank stakeholders for their feedback, document it, and involve the project team to assess the mentioned faults
   B. Immediately implement changes without involving the project team
   C. Defend the quality of the product highlighting the effort of the project team
   D. Ask stakeholders to deal with faults themselves (2 marks)

33. Which of the following **BEST** describes the process of controlling and tracking changes to the project's deliverables?
   A. Change control board
   B. Change management plan
   C. Configuration management plan
   D. Contract change procedure (2 marks)

34. Which of the following **BEST** describes the primary purpose of cost estimating in IT project management?
   A. To allocate blame and determine who is responsible for cost overruns
   B. To justify charging as much as possible to the customer
   C. To determine the approximate cost of completing the project
   D. To guarantee the customer a fixed price for the project (2 marks)

35. Rapid change in IT industry standards and regulations poses a risk to projects in this field. Suggest how such risks can be managed.
    A. Continuously monitor and adapt to changes
    B. Maintain your original plan regardless of changes
    C. Avoid any project related to such a dynamic industry
    D. Ignore industry standards and regulations   (2 marks)

36. Two team members often argue about their workload, causing disruption and delays in the project. What is the best course of action?
    A. Leave them to handle their own workload
    B. Facilitate dialogue, identify causes and propose solutions to balance their workloads
    C. Increase the workload of the team member who is complaining the least
    D. Conduct a team meeting to address the issue publicly   (2 marks)

37. A software development project has five components, each with different estimated costs. During cost aggregation, two estimates were found to be significantly higher than the others. As an IT project manager, what should you do?
    A. Review estimates for accuracy and validate with subject matter experts
    B. Use the highest estimate for all components
    C. Average the estimates and use that value
    D. Ignore the high estimates   (2 marks)

38. An IT project manager is responsible for weekly project status reports. What is an ideal way to present the information for effective communication?
    A. Limit the report to a single page even if that means omitting some information
    B. Send the project schedule as-is, assuming stakeholders will understand it
    C. Write long paragraphs to provide all details about the project's progress
    D. Create a visually clear report with concise text and use graphs or charts to represent data   (2 marks)

39. In an IT project, you have established a key measure to improve quality control by incorporating more frequent site inspections. What is the probable impact of this measure?
    A. No impact on project outcome
    B. Early detection and mitigation of potential issues
    C. Reduces project cost
    D. Increases project duration   (2 marks)

40. For a project activity, the optimistic, the pessimistic and the most likely times are 4, 14, and 6 days respectively. What is the average time for the project?
    A. 10 days
    B. 7 days
    C. 12 days
    D. 8 days   (2 marks)

41. In IT project management, what name is given to permit departure from planned parameters?
    A. Tolerance
    B. Deviation
    C. Creep
    D. Non-conformity   (2 marks)

42. In IT project management, which estimation technique starts with an overall time for the project and then breaks that down into phases, which are then broken down further into tasks?
    A. Bottom-up Estimate
    B. Three-point estimate
    C. Top-Down Estimate
    D. Analogous Estimating   (2 marks)

43. Which of the following overheads constitute the cost of formulating the policy of an organisation?
    A. Factor
    B. Administrative
    C. Selling
    D. Distribution   (2 marks)

44. Your company does only projects. If the projects performed by your company are for customers external to your company and a profit criterion exists on the project, then your organisation is most likely to be:
   A. Project-driven
   B. Non-project-driven
   C. A hybrid
   D. Multi-purpose (2 marks)

45. The most common terminology for a reusable project management methodology is:
   A. Concurrent scheduling technique
   B. Template technique
   C. Concurrent planning technique
   D. Skeleton framework document (2 marks)

46. Which of the following **BEST** describes when to use the project management methodology?
   A. The importance of the customer and potential profitability
   B. The reporting requirements and position of the sponsor
   C. The desires of management and functional boundaries crossed
   D. The size of the project and duration (2 marks)

47. Project management methodologies often work best if they are structured around:
   A. Rigid policies
   B. Life-cycle phases
   C. Rigid procedures
   D. Minimal forms and checklists (2 marks)

48. Which of the following is a way to validate the successful implementation of project management by looking at the number and magnitude of the conflicts?
   A. Executive involvement
   B. Customer involvement
   C. Line management involvement
   D. Project manager involvement (2 marks)

49. Which of the following **BEST** describes why having too many life-cycle phases in project management may be detrimental?
   A. Executive sponsors will micromanage
   B. Executive sponsors will become invisible
   C. The project manager will spend too much time planning for project review meetings rather than managing the phases
   D. The project manager will need to develop many different plans for each phase (2 marks)

50. A project is terminated early because the technology cannot be developed, and the resources are applied to another project that ends up being successful. Which of the following is **TRUE** concerning the first project?
   A. The first project is regarded as a failure
   B. The first project is a success if the termination is done early enough before additional resources are squandered
   C. The first project is a success if the project manager is promoted
   D. The first project is a failure if the project manager is reassigned to a less important project (2 marks)

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 23 August 2023. Morning Paper.　　　　　　　　　　　　　**Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1.　Which of the following activities is undertaken immediately after the feasibility study and before the requirement analysis and specification phase?
　　A.　Project scheduling
　　B.　Project planning
　　C.　Project monitoring
　　D.　Project control　　　　　　　　　　　　　　　　　　　　　　　　　(2 marks)

2.　Select an activity that is **NOT** part of project planning.
　　A.　Project estimation
　　B.　Project scheduling
　　C.　Project monitoring
　　D.　Risk management　　　　　　　　　　　　　　　　　　　　　　　　(2 marks)

3.　Where do IT project managers document their plan once project planning is completed?
　　A.　SPMP document
　　B.　SRS document
　　C.　Word document
　　D.　Excel document　　　　　　　　　　　　　　　　　　　　　　　　(2 marks)

4.　Which term below refers to the reasons or justifications for a project proposal?
　　A.　Use case
　　B.　Business case
　　C.　Work statement
　　D.　Problem charter　　　　　　　　　　　　　　　　　　　　　　　　(2 marks)

5.　Select the most appropriate term for the way a business assesses the attractiveness of an IT project based on the findings of several different capital budgeting and financing techniques.
　　A.　Project funding
　　B.　Financial management
　　C.　Cash flow
　　D.　Investment appraisal　　　　　　　　　　　　　　　　　　　　　　(2 marks)

6.　Which of the following is the **CORRECT** definition of PRINCE2?
　　A.　A series of activities to deliver an output
　　B.　A structure established for the management and control of a temporary and unique initiative
　　C.　A temporary organisation created for the purpose of delivering one or more business products
　　D.　A series of routine activities required for day to day control　　　　　　(2 marks)

7.　Which of the following is **NOT** a function of a project support office?
　　A.　Scheduling resources to projects
　　B.　Managing project closure requests
　　C.　Resolving resource conflicts or dependencies
　　D.　Updating and reviewing project statuses　　　　　　　　　　　　　　(2 marks)

8. Arrange in a correct order, the phases of project management life cycle given below.
   - I. Design
   - II. Marketing
   - III. Analysis and evaluation
   - IV. Inspection, testing and delivery

   - A. III-II-I-IV
   - B. I-II-III-IV
   - C. II-III-I-IV
   - D. IV-III-II-I (2 marks)

9. Which of the following is **NOT** a common IT project constraint?
   - A. Time
   - B. Resources
   - C. Security
   - D. Bandwidth (2 marks)

10. Which of the following is involved in defining and controlling what work is or is not to be included in an IT project?
   - A. Project cost management
   - B. Project schedule management
   - C. Project scope management
   - D. Project stakeholder management (2 marks)

11. Select the **MOST** appropriate term to explain the subdividing of IT project deliverables into smaller pieces.
   - A. Decomposition
   - B. Milestone
   - C. Crashing
   - D. Breakdown (2 marks)

12. Identify the name given to a deliverable-oriented grouping of the work involved in a project that defines its total scope.
   - A. Product breakdown structure
   - B. Work packages
   - C. Work breakdown structure
   - D. Product packages (2 marks)

13. Which among the following estimates is prepared when a sanctioned estimate exceeds by more than 5%?
   - A. Approximate estimate
   - B. Supplementary estimate
   - C. Revised estimate
   - D. Detailed estimate (2 marks)

14. The process in project schedule management that involves identifying the specific tasks that the project team members and stakeholders must perform to produce the project deliverables is known as _____.
   - A. Defining activities
   - B. Sequencing activities
   - C. Developing the schedule
   - D. Estimating activity durations (2 marks)

15. Webstar, a software development company, buys a particular brand of computers manufactured by Compumax, an eco-friendly computer manufacturing company. However, Compumax has been declared bankrupt and closed down. Currently, Webstar is facing a crisis because there are no other manufacturers in the market that supply eco-friendly computers. Which constraint is Compumax currently facing?
   - A. Time
   - B. Scope
   - C. Resources
   - D. Cost (2 marks)

16. Which of the following is **NOT** a main outcome of quality control in IT project management?
    A.   Acceptance decisions
    B.   Rework
    C.   Process adjustments
    D.   Training decisions   (2 marks)

17. Which of the following is **NOT** a method of identifying risks in IT project management?
    A.   Delphi technique
    B.   Most likely method
    C.   Interviewing
    D.   Root cause analysis   (2 marks)

18. Which process helps to develop an accurate projection of an IT project's financial expenses and benefits?
    A.   Critical path
    B.   Fast tracking analysis
    C.   Life cycle costing
    D.   Crashing   (2 marks)

19. Which of the following statement is **TRUE** regarding indirect costs in IT projects?
    A.   Directly related to performing the project
    B.   Those that cannot be allocated to projects
    C.   Those that can be easily controlled by managers
    D.   Not directly related to the products or services of a project   (2 marks)

20. Select the most appropriate term given to information made available through the newspapers for IT project items' purchases.
    A.   Guidelines
    B.   Tender notice
    C.   Terms and conditions
    D.   Purchases notice   (2 marks)

21. Which of the following term **BEST** describes an interpersonal decision-making process necessary whenever people cannot achieve their objectives single-handedly in project management?
    A.   Change management
    B.   Discussion
    C.   Negotiation
    D.   Conflict resolution   (2 marks)

22. Consider the network which consists of the following activities and determine the critical path:

Activity	Predecessor	Weeks
A	-	4
B	-	3
C	A, B	2
D	A, B	5
E	B	6
F	C	4
G	D	3
H	F, G	7
I	F, G	4
J	E, H	2

    A.   A-D-G-H-J
    B.   A-D-G-I
    C.   A-B-E-J
    D.   A-B-E-H-I   (2 marks)

23. In a network diagram, which symbol denotes an event?
   A. Arrow
   B. Straight line
   C. Curve
   D. Circle (2 marks)

24. Which of the following is **NOT** an IT project risk response strategy?
   A. Defer
   B. Mitigate
   C. Avoid
   D. Exploit (2 marks)

25. What is the name given to a process used to reduce resource requirements by smoothing out period-to period resource assignments in IT projects?
   A. Resource management
   B. Resource allocation
   C. Resource levelling
   D. Resource optimisation (2 marks)

26. Which one of the following is the process of understanding the knowledge, skills, and abilities needed to manage a task and then assigning the team member(s) to do that work?
   A. Benchmarking
   B. Expediting
   C. Procurement
   D. Delegation (2 marks)

27. The appropriate name for a document that tracks and monitors supplier performance is known as?
   A. Supplier report form
   B. Supplier contract
   C. Supplier scorecard
   D. Supplier monitoring (2 marks)

28. Which of the following is a software testing tool in IT project management?
   A. GUI testing tool
   B. Metric testing tool
   C. Hybrid testing tool
   D. Safety testing tool (2 marks)

29. What project management tool is in a form of a bar chart that is used for displaying the amounts of time that a resource is scheduled to be worked on over a prearranged and specific period?
   A. Gantt chart
   B. PERT chart
   C. Resource histogram
   D. Logic network (2 marks)

30. Which of the following should be done in the process of crashing a schedule in project management?
   A. Increase the time allowed on those tasks that have float
   B. Try to increase expenditures of time only those tasks that are behind schedule
   C. Replace those workers that are not performing up to par with the busy
   D. Increase work efforts on those tasks that are on the critical path (2 marks)

31. Which of the following is **NOT** one of the primary needs for good project scheduling?
   A. Developing better trouble shooting procedures.
   B. Cutting costs and reducing time
   C. Decreasing the time required for decision making
   D. Eliminating idle time (2 marks)

32. Which of the following is a prerequisite of effective time management in project management?
    A. Having the most advanced software package for project planning, scheduling and control
    B. Knowing the dictated project completion date
    C. Having a good project work breakdown structure (WBS) which identifies the major project deliverables and tasks, and the person responsible for each of them
    D. Having a well-staffed scheduling department (2 marks)

33. Which of the following project cost estimate methods is the **MOST** accurate?
    A. Preliminary
    B. Definitive
    C. Magnitude
    D. Conceptual (2 marks)

34. Identify the type of contract that is **MOST** preferable for a contractor doing IT project work?
    A. Fixed price
    B. Fixed price plus incentive fee
    C. Cost plus fixed fee
    D. Cost only (2 marks)

35. At what level of the WBS (Work Break Structure) should an estimate occur in order to assist in budget control?
    A. Highest
    B. Lowest
    C. Last
    D. Third (2 marks)

36. Which of the following adequately explains quality costs in project management?
    A. Only costs classified as prevention, detection and corrective action.
    B. The total of all costs incurred to assure the production and delivery of acceptable products and services.
    C. Only the cost of scrap, rework due to defects, customer returns and warranty costs.
    D. The expense of upper management (2 marks)

37. From human resource perspective, which of the following constitute an IT project manager's responsibility in the planning role?
    I. Hiring the team
    II. Preparing organisational charts
    III. Developing staffing management plan

    A. I and III only
    B. I and II only
    C. II and III only
    D. I only (2 marks)

38. To successfully manage a project, an IT project manager must play both managerial and leadership roles. In the manager role, the project manager will do all of the following **EXCEPT**?
    A. Develop procedures
    B. Produce results for stakeholder
    C. Focus on the organisation and its structure
    D. Align people (2 marks)

39. Select from the list below the **CORRECT** attributes of an IT project risks.
    A. What might happen, who it happens to and how much will it cost
    B. Risk event, probability occurrence and the amount at stake
    C. Notification, frequency of relevant events and probability of occurrence
    D. Risk cost, quality, and control (2 marks)

40. In which phase of the acquisition process cycle does source qualifications reside?
    A. Pre-Award
    B. Post Award
    C. Origination
    D. Award (2 marks)

41. Which statement **BEST** describes the last activity a project manager must do to finalise project close-out?
    A.   Reassign the team
    B.   Contract completion
    C.   Archive the project records
    D.   Complete lessons learned   (2 marks)

42. Which of the following contract type places the most risk on the seller?
    A.   Cost plus percentage fee
    B.   Cost plus incentive fee
    C.   Cost plus fixed fee
    D.   Firm fixed price   (2 marks)

43. Select from the list below the term that **BEST** describes a type of project schedule that focuses on iterative work and frequent updates to the project plan.
    A.   Rolling wave
    B.   Progressive detailing
    C.   Strategic
    D.   Operational   (2 marks)

44. One of the initial project documents issued by the senior management and outlines the authority of the project manager is called Project charter. As a seller, what other document can be used in its place?
    A.   Work breakdown structure
    B.   Project scope
    C.   Contract
    D.   Internal memo   (2 marks)

45. During the planning development process, at times it is necessary to make certain assumptions to enhance the project plan when the data is not available. In regard to making those assumptions, which one of the following is **MOST** true for project planning purposes?
    A.   The assumptions will be considered as true, real, or certain
    B.   By making the assumption, it tends to reduce the project risk
    C.   Project assumptions are based upon historical data used for the project
    D.   Senior management predefines the budget constraints   (2 marks)

46. In a project plan, there are always revisions to account for new or missing data. Which one of the following provides the **BEST** reason for performing a revision of the plan?
    A.   A supplier has changed the way their product is delivered to your supplier
    B.   Project tasks are crashed to meet their end dates
    C.   Human resources will remain constant throughout the project
    D.   Historical data on a similar project suggests that risk events are not included in the current plan   (2 marks)

47. A project manager distributed a document to the stakeholders which described the software to be developed, the functionality, the users it would serve and the installation timeline. Select the **MOST** appropriate description of this document.
    A.   Product scope
    B.   Project scope
    C.   A combination of project and product scope
    D.   It was not complete enough to be either a product or a project scope document   (2 marks)

48. When developing a project's scope statement, which of the following should **NOT** be included?
    A.   Project justification
    B.   Cost/benefit analysis
    C.   Project deliverables
    D.   Measurable objectives   (2 marks)

49. Each item of the Work Breakdown Structure is assigned a unique identifier. What is the name of this identifier?
    A.   Product ID number
    B.   Code of accounts
    C.   Quality inspection identifier
    D.   Project activity code   (2 marks)

50. Cost budgeting can be **BEST** described by which of the following?
    A. The process of developing the future trends along with the assessment of probabilities, uncertainties, and inflation that could occur during the project.
    B. The process of assembling and predicting costs of a project over its life cycle.
    C. The process of establishing budgets, standards, and a monitoring system by which the investment cost of the project can be measured and managed
    D. The process of gathering, accumulating, analysing, reporting, and managing the costs on an on-going basis

(2 marks)

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 26 April 2023. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1. There are three types of project support offices listed below. Select the **ODD** one out.
   A. Directive
   B. Controlling
   C. Integrative
   D. Supportive

2. In which of the following life cycle models will a working version of a program be available?
   A. Agile model
   B. Waterfall model
   C. Spiral model
   D. RAD model

3. Select the term that refers to the reasons or justifications for a proposal.
   A. Work charter
   B. Business case
   C. Defense
   D. Work statement

4. Which term **BEST** describes the process used by IT professionals to examine whether project venture option under consideration is good for the firm or not?
   A. Investment appraisal
   B. Research and development
   C. Shareholders' value
   D. Auditing

5. Which of the terms below is concerned with ensuring that the necessary plans, structures, governance arrangements and processes are in place to successfully realise the core benefits of an IT project?
   A. Management involvement
   B. Project charter
   C. Benefits realisation planning
   D. Network analysis

6. What is the name given to the process followed by each manager during the life of a project?
   A. Project Charter
   B. Project management
   C. Manager life cycle
   D. Project management life cycle

7. There are two categories of ICT project selection methods. Identify one category from the list below.
   A. Decision models
   B. Automated models
   C. Straight models
   D. Guide models

8. Below is a list of some essential elements of a project scope statement. Which one is **NOT**?
   A. Project goal
   B. Project stakeholders
   C. Acceptance criteria
   D. Critical success factors

9. Where is the justification of the investment to be made in an IT project documented?
   A. Business case
   B. Project cost manual
   C. Project charter
   D. Cost breakdown structure

10. A project closure report contains all the following items **EXCEPT** one. Select the exception.
    A. A detailed list of project completion criteria
    B. Training schedule for all the project stakeholders
    C. List of outstanding business activities, risks and issues
    D. Request for project closure approval

11. Select from the list below a valid Key Performance Indicator (KPI) for an IT project.
    A. Stakeholder acceptance
    B. Staff performance appraisals
    C. Project master schedule
    D. Milestone achievement

12. What is the name given to a method of decision making in IT project management that entails giving up on the least preferred alternative?
    A. Strategy
    B. Trade off
    C. Optimisation
    D. Intuition

13. In order to be successful in every aspect of the job, an IT project manager must be a skilled?
    A. Negotiator
    B. Debater
    C. Networker
    D. Communicator

14. Which of the following statements is **TRUE** relating to project constraints?
    A. An increase in project scope may lead to an increase project cost.
    B. A decrease in project time may lead to an increase in project quality.
    C. An increase in project quality requirements may lead to decrease in project scope.
    D. A decrease in project cost may lead to decrease in project time.

15. A tool that shows a project schedule in a graphic representation is known as?
    A. Network diagram
    B. PERT charts
    C. Gantt chart
    D. Work breakdown structure

16. Which of the following represents the key components in the triple constraints triangle?
    A. Scope, Schedule, Cost, project manager
    B. Time, Scope, Cost, Quality
    C. Scope, Schedule, Cost, Budget
    D. Time, Scope, Cost, Stakeholder

17. A work package would include all the following, **EXCEPT?**
    A. Time needed to complete the work
    B. Risks and mitigation plan
    C. Level of priority of each task
    D. A person who is responsible for its completion

18. What is the name given to an activity that has more than one dependency arrow flowing from it?
    A. Burst activity
    B. Parallel activity
    C. Merge activity
    D. Critical path

19. Which of the following terms represent a permitted deviation above and below a plan's target in a project?
    A. Offside
    B. Limit
    C. Risk
    D. Tolerance

20. An IT project management technique that involves resolving over allocation or scheduling conflicts to ensure a project can be completed with the available resources is known as?
    A. Budgeting
    B. Cost analysis
    C. Resource leveling
    D. Resource Estimation

21. The name given to the time necessary to complete a project is referred to as?
    A. Implementation time
    B. Life cycle
    C. Operations cycle
    D. Production cycle

22. From the human resource perspective, the project manager's responsibility in the planning role include all the following **EXCEPT?**
    A. Hiring the team
    B. Developing work schedules
    C. Forecasting
    D. Creating a self-governing team

23. A new project is to be initiated that involves new IT technology and subsequently has never been done before. What type of contract should the owner issue to reduce or eliminate as much risk as possible?
    I. Firm fixed price
    II. Cost plus fix fee
    III. Cost plus incentive fee
    IV. Lump sum

    A. I and II
    B. II and III
    C. III and IV
    D. I and IV

24. All the following are notable challenges while scheduling a project **EXCEPT?**
    A. Costly delays
    B. Existence of deadlines
    C. Independent activities
    D. The need for many workers

25. Activities X, Y, and Z are the immediate predecessors for W activity. If the earliest finishing time for the three activities are 18, 23, and 10, then what will be the earliest starting time for W?
    A. 10
    B. 13
    C. 18
    D. 23

26. For the project whose details are shown below, calculate the completion time of the critical path.

Activity	Predecessor activity	Duration (Week)
A	-	3
B	A	5
C	A	7
D	B	10
E	C	5
F	D, E	4

    A.   19 weeks
    B.   22 weeks
    C.   20 weeks
    D.   16 weeks

27. In project management, what is the first step in the recommended risk management procedure?
    A.   Assess
    B.   Plan
    C.   Anticipate
    D.   Identify

28. Which of the following statements about a project's stakeholders are **CORRECT**?
    1.   A stakeholder is anyone who thinks they will be affected by a project.
    2.   Stakeholders require equal amounts of engagement by the project management team.
    3.   Stakeholders remain unchanged throughout the project.
    4.   A stakeholder may be internal or external to the corporate organisation.

    A.   1 and 2
    B.   2 and 3
    C.   3 and 4
    D.   1 and 4

29. Which of the following is normally defined when deciding how to tailor PRINCE2 to suit a project?
    A.   When the project's progress will be reviewed
    B.   Which of the six tolerance areas will be included
    C.   Which primary stakeholder interests will be represented
    D.   When the project's outputs will be delivered

30. What is the name given to a regular report which provides the project's board with a summary of stage status?
    A.   Highlight report
    B.   Executive report
    C.   Summary report
    D.   Ad hoc report

31. All the following are tools of quality management in project management, **EXCEPT?**
    A.   Pareto diagram
    B.   Fishbone diagram
    C.   Scatter diagram
    D.   Draw sheet diagram

32. An effective project manager should possess good negotiating skills. Which of the following is **NOT** a skill used during the process of negotiation?
    A. Active listening
    B. Communication skills
    C. Intrapersonal skills
    D. Decision making skills

33. Which of the following terms **BEST** describes an on-site review to evaluate project activities, the quality and progress of the work.
    A. Project inspection
    B. Project auditing
    C. Project testing
    D. Project follow up

34. Select from the list below a project selection technique.
    A. Duration/schedule Analysis
    B. Benefit/cost Analysis
    C. Human Resource Analysis
    D. Profitability Analysis

35. What is the basic nature inherent in any IT project?
    A. Permanent
    B. Temporary
    C. Complex
    D. Short term

36. In IT project management, a program may be defined as a group of related _____.
    A. Plans
    B. Tasks
    C. Works
    D. Projects

37. Which of the following is **NOT** a purpose of Work Breakdown Structure (WBS)?
    A. Execution
    B. Training
    C. Control
    D. Planning

38. Which project management process will involve deciding how to approach and plan the risk management activities for a project?
    A. Planning risk management
    B. Identifying risks
    C. Performing risk mitigation
    D. Performing risk analysis

39. Under which of the following conditions would teams be more effective than individuals in project management? Select one.
    A. When speed is important
    B. When the activities involved in solving the problem are very detailed
    C. When the actual document needs to be written
    D. When innovation is required

40. The conflict that generally is the **MOST** damaging to the project when it occurs is:
    A. Priorities
    B. Personalities
    C. Schedules
    D. Resources

41. Which of the following is **NOT** one of the sources of authority for a project manager?
    A. Project charter
    B. Job description for a project manager
    C. Delegation from senior management
    D. Delegation from subordinates

42. A project manager with a history of success in meeting deliverables and in working with team members would most likely possess a great deal of:
   A. Reward power
   B. Legitimate power
   C. Expert power
   D. Referent power

43. One of your contractors sends you an e-mail request to use high quality motherboards in your computer assembling project stating that this will be value-added and improve quality. What should the project manager do first?
   A. Change the scope baseline
   B. Ask the contractor to put forth a change request
   C. Ask your sponsor for his or her opinion
   D. Change the WBS

44. You have an activity where the early start is week 6, the early finish is week 10, the latest start is week 14, and the latest finish is week 18. The slack in this activity is:
   A. 4 weeks
   B. 6 weeks
   C. 8 weeks
   D. 18 weeks

45. The three common classification systems for estimates includes all of the following, EXCEPT?
   A. Parametric estimates
   B. Quick-and-dirty estimates
   C. Analogy estimates
   D. Engineering estimates

46. If a project manager is looking for revenue for a value-added scope change, the project manager's first choice would be?
   A. Management reserve
   B. Customer-funded scope change
   C. Undistributed budget
   D. Retained profits

47. If the start date of a project is delayed but the budget and specifications remain fixed, what would the project manager most likely trade off first?
   A. Scope
   B. Time
   C. Quality
   D. Risk

48. Which of the following is generally **NOT** part of overall risk management?
   A. Defining the roles and responsibilities of the team members
   B. Selection of the project manager
   C. Establishing a risk reporting format
   D. Risk scoring and interpretation

49. Which of the following statements about inspection in project management is **TRUE?**
   A. It is an appropriate way to ensure quality.
   B. Is expensive and time-consuming
   C. Reduces rework and overall costs
   D. Is always effective in stopping defective products from reaching the customer

50. The role of the project sponsor during project initiation is to assist in?
   A. Defining the project's objectives in both business and technical terms
   B. Developing the project plan
   C. Performing the project feasibility study
   D. Performing the project cost-benefit analysis

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CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 7 December 2022. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. The paper is made up of fifty (50) multiple choice questions. Each question is allocated two (2) marks.

1.   In which of the following Information Technology project stages is the project charter created?
      A.   Project initiation
      B.   Project planning
      C.   Project execution
      D.   Project monitoring and controlling   (2 marks)

2.   The phase that runs simultaneously with project execution, thereby ensuring that objectives and project deliverables are met is called?
      A.   Project execution
      B.   Project monitoring and controlling
      C.   Project planning
      D.   Project initiation   (2 marks)

3.   Which of the following characteristics is **NOT** typical of an Information Technology project manager?
      A.   Managing a temporary activity
      B.   Possesses in-depth technical knowledge
      C.   Managing a non-repetitive activity
      D.   Manages independently of the formal organization   (2 marks)

4.   Which one of the following is **NOT** a cause for a project's performance to require control?
      A.   Technical problems.
      B.   Sufficient resources are available when needed.
      C.   Client requires changes in specifications.
      D.   Technological breakthroughs affect the project   (2 marks)

5.   The following are some of the methods used in selecting a project, **EXCEPT**?
      A.   Scope management
      B.   Weighted scoring model
      C.   Balanced scorecard
      D.   Focusing on broad organizational needs   (2 marks)

6.   Which of the following is **NOT** one of the integrated elements within PRINCE2?
      A.   Principles
      B.   Project environment
      C.   Product description
      D.   Processes   (2 marks)

7.   Which of the following is **NOT** a method of Information Technology project investment appraisal method?
      A.   Payback period
      B.   Internal rate of return
      C.   Profitability index
      D.   Net tax value   (2 marks)

8.   What is the name given to an occurrence when Information Technology developers and end users add extra features that were not part of the initial project requirements?
     A.   Milestone
     B.   Scope creep
     C.   Feature creep
     D.   Project stretch   (2 marks)

9.   Which phase in the SDLC involves end users and Information Technology specialist working together to gather, understand, and document the business requirements for the proposed system?
     A.   Initiation
     B.   Planning
     C.   Design
     D.   Analysis   (2 marks)

10. What is the name given to a method of project implementation where only a select group of people are allowed to use the new system in order to determine if it is working correctly?
     A.   Pilot
     B.   Phased
     C.   Parallel
     D.   Direct   (2 marks)

11. We have observed that project termination implementation requires that the project personnel and other resources be redistributed to the appropriate places. However, most project managers delay the issue regarding personnel reassignment/release as long as possible. Which one of the following is **NOT** a reason why the above statement is true?
     A.   Reluctance to face the interpersonal conflicts that might arise when new assignments and layoffs are announced.
     B.   Ensure completion of the relevant project tasks.
     C.   There is a concern that people will lose interest and stop work on the target project as soon as it becomes known that termination is being considered.
     D.   Concern that team members will try to avoid death by stretching out the work as far as possible. (2 marks)

12. When decomposing the work in the Work Breakdown Structure (WBS), which of the following is **NOT** true?
     A.   Decompose until the WBS element cannot be logically decomposed further
     B.   Decompose until the WBS element cannot be estimated accurately
     C.   Decompose until the WBS element cannot be accomplished by a single protect team member
     D.   Decompose until the WBS element has a meaningful conclusion   (2 marks)

13. After a significant amount of time and effort dedicated to the creation of the Work Breakdown Structure, it is finally ready. Now you have distributed the WBS to all the relevant stakeholders. You receive an email from Rajab complaining that the WBS is not detailed enough. For detailed descriptions of each WBS element, where should Rajab check?
     A.   Scope Statement
     B.   WBS Dictionary
     C.   Stakeholder Register
     D.   Project charter   (2 marks)

14. While working as the Project Manager of a computer networking project, you are visited by the Project Sponsor. The sponsor asks you to lay fiber optic cables and not the twisted pair cable which has been mentioned in the scope statement and WBS. What should be your next step?
     A.   Ask the team to accommodate the request as soon as possible
     B.   Look for cheaper suppliers so that the cost impact can be minimized
     C.   Set up an emergency team meeting
     D.   Refuse the request and ask the sponsor to use the change management system   (2 marks)

15. The executive of Jokam pharmaceuticals has appointed their finance manager to provide business assurance, to monitor whether the sales will exceed the production costs as the project progresses through each stage. How well does this apply the 'manage by exception' principle, and why?
    A.   It applies it well, because a PRINCE2 project should structure the project into management stages to enable approval on a stage-by-stage basis.
    B.   It applies it well, because the executive needs to be confident that controls and tolerances are being implemented effectively.
    C.   It applies it poorly, because roles should be combined in a small project as long as there is no conflict of interest.
    D.   It applies it poorly, because a PRINCE2 project should focus on delivering quality outputs rather than on the work required to deliver the products   (2 marks)

16. During project estimation, project manager estimates **ALL** the following, **EXCEPT?**
    A.   Project cost
    B.   Project duration
    C.   Project effort
    D.   Project Stakeholders   (2 marks)

17. Which of the following is **NOT** achievable using an automated project estimation tools?
    A.   Predicting staffing levels
    B.   Predicting clients demands
    C.   Predicting software cost
    D.   Predicting software schedules   (2 marks)

18. Which is the first process in information technology project schedule management?
    A.   Defining activities
    B.   Estimating activity durations
    C.   Planning schedule management
    D.   Sequencing activities   (2 marks)

19. On the network diagram shown below, give the name of activity marked X.
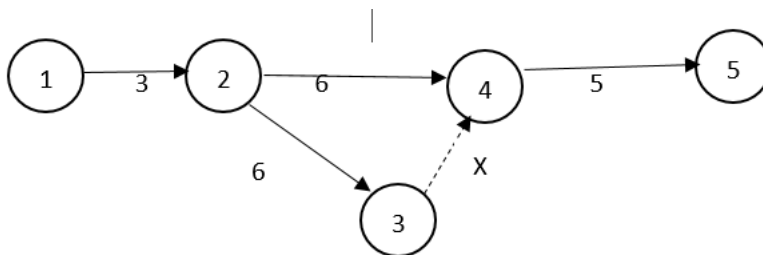
    A.   Null activity
    B.   Predecessor activity
    C.   Special activity
    D.   Dummy activity   (2 marks)

20. Study the project activities and timings shown below:

Activity	Duration (weeks)
Q: Undertake and analyze market research	6
R: Presentations to Directors for product approval	3
S: Retraining of ICT staff	2
T: Finalize Software design	4
U: Gather and analyze test market feedback	3
V: Uninstall obsolete software	3
W: Update organization Servers	9
X : Finalize and complete ERP software	5
Y: Launch Preparation	2

Determine the critical path.
A.   Q-V-W-X-Y
B.   Q-R-W-X-Y
C.   Q-S-W-X-Y
D.   Q-T-W-X-Y   (2 marks)

21.   The difference between the maximum time available and the actual time needed to perform an activity is known as?
A.   Free float
B.   Independent float
C.   Total float
D.   Half float   (2 marks)

22.   Which process involves determining risks likely to affect a project and documenting the characteristics of each?
A.   Identifying risks
B.   Planning risk management
C.   Performing qualitative risk analysis
D.   Performing quantitative risk analysis   (2 marks)

23.   What is the name given to a type of conflict that relates to the content and goals of work?
A.   Job
B.   Task
C.   Relationship
D.   Process   (2 marks)

24.   Which term is used to indicate a standard of measurement in information technology project quality management?
A.   Matrix
B.   Milestone
C.   Metric
D.   Meticulous   (2 marks)

25.   Lawyer Mildred is a team manager working on the draft contract for the project sponsor. She usually sends an email to the project manager every two days summarising the status of the work. There is no major progress expected over the next one month, so the project manager amends the work package to receive reports over the phone. Is this appropriate, and why?
A.   Yes, because a checkpoint report can be event-driven
B.   Yes, because a checkpoint report can be an oral report
C.   No, because the reporting format cannot be changed during delivery
D.   No, because only an exception report can be an oral report   (2 marks)

26.   Which of the following would be considered as the **MOST LIKELY** impact of e-procurement in information technology project management?
A.   It reduces transaction costs, promotes efficiency and reduces competition in the marketplace
B.   It opens up the marketplace to increased competition, but limits the ability to manage suppliers
C.   It promotes efficiency improvements, opens up the market to increased competition, and increase long-term costs
D.   It drives efficiency, opens up the market to competition, and improves the ability to manage suppliers
                                                                                                                      (2 marks)

27.   The management of Divo Ltd has decided that the new system required by the organisation will be outsourced. The project manager is concerned that the system owners will not have access to the software to check the quality before the software is completed. Therefore, the project manager has requested that the contract with the consultant includes a requirement to review the quality of the software after each module has been developed. Is this appropriate?
A.   Yes, because the customer should specify their rights of inspection as well as the quality expectations for a product.
B.   Yes, because the senior supplier should approve the quality methods to be used to check the quality of the recorded songs.
C.   No, because the team manager should ensure that the recorded songs meet the quality criteria specified in the product description.
D.   No, because there should be a shared understanding between the customer and the supplier of the quality levels required   (2 marks)

28. Rachel; the project manager at Triton Incorporation wanted to fix rate per unit of an item, the quantity of materials and labor needed for one unit of an item. These are strictly based per _____.
    A. Special Data Book
    B. Standard Data Book
    C. Special Data Record
    D. Specific Data Record (2 marks)

29. Karen highlighted the options to achieve reliable cost and effort estimate. Which one of the following would she **NOT** have?
    A. Base estimates on similar projects that have already been completed
    B. Use one or more empirical models for software cost and effort estimation
    C. Use relatively simple decomposition techniques to generate project cost and effort estimates
    D. The ability to translate the size estimate into human effort, calendar time, and dollars (2 marks)

30. Which of the following statement(s) is/are **TRUE**?
    I. Projects have defined objectives
    II. Programs have a larger scope than projects
    III. The projects and programs in a portfolio must be directly related
    A. I only
    B. II only
    C. III only
    D. I and II only (2 marks)

31. What is the name given to an agreement regarding the work to be performed on an information technology project?
    A. Scope of work
    B. Contract
    C. Proof of Work
    D. Deliverable (2 marks)

32. A technique of project management based on several iterations or incremental steps towards the completion of the project is known as?
    A. Waterfall Technique
    B. Agile Technique
    C. Program evaluation and review technique
    D. Rational Unified Process (2 marks)

33. A _____ is the tool that is used to study monetary transactions by breaking inflows and outflows down, usually on a monthly basis.
    A. Estimation analyses
    B. Present value
    C. Cash flow table
    D. Real cash flow (2 marks)

34. If a project manager is concerned with gathering, integrating, and disseminating the outputs of all project management processes, where should the focus be?
    A. Work breakdown structures
    B. Communications management plan
    C. Project management information systems
    D. Scope management plan (2 marks)

35. A project team is working on manufacturing a new IT product, but they are having difficulty creating a project charter. What is the **BEST** description of the real problem?
    A. They have not identified the project objectives
    B. The end date has not been set
    C. They have not identified the product of the project
    D. They are working on a process and not a project (2 marks)

36. Which of the following is an example of information technology project indirect cost?
    A. Insurance costs
    B. Labour costs
    C. Material costs
    D. Employee salaries (2 marks)

37. When is project monitoring and control carried out in an information technology project?
    A.   At the beginning of the project
    B.   At the end of the project
    C.   Throughout the project
    D.   At the formulation of the project   (2 marks)

38. While drawing the network diagram, for each activity project, we should focus on **ALL** of the following **EXCEPT**?
    A.   What activities precede this activity?
    B.   What activities follow this activity?
    C.   What activities can concurrently take place with this activity?
    D.   What activities are more important than this activity?   (2 marks)

39. Which of the following statements **BEST** describes the term quality as used in information technology project management?
    A.   Inspection, testing and measurement
    B.   Reviews and audits
    C.   Fitness for purpose of deliverables
    D.   Professionally-bound project reports   (2 marks)

40. Which one of the following is **NOT** a principle of PRINCE2?
    A.   Continued business justification
    B.   Learn from experience
    C.   Manage by stages
    D.   Focus on Managers   (2 marks)

41. Which of the following is **NOT** an activity undertaken during information technology project closure?
    A.   Request final payment for work done
    B.   Release the final product to the customer
    C.   Hand over the project documentation, manuals, source code, and network layouts
    D.   Final product scope analysis   (2 marks)

42. Which one of the following is **NOT** an approach for managing conflict in project management?
    A.   Arbitration
    B.   Acceptance
    C.   Mediation
    D.   Abstraction   (2 marks)

43. The following Work Breakdown Structure (WBS) statements are true, **EXCEPT**?
    A.   Project Manager must structure work into small elements that are manageable
    B.   Project Manager must structure work into small elements that are independent
    C.   Project Manager must structure work into small elements that are dependent
    D.   Project Manager must structure work into small elements that are measurable   (2 marks)

44. Completion of the successor activity depends upon the completion of its predecessor in which order?
    A.   Start-to-start
    B.   Start-to-finish
    C.   Finish-to-start
    D.   Finish-to-finish   (2 marks)

45. Activity resource requirements is an input to which of the following information technology project management process?
    A.   Estimate Activity Resources
    B.   Control schedule
    C.   Estimate Activity Durations
    D.   Sequence activities   (2 marks)

46. Sarah, a project manager is identifying and documenting relationships among the project activities of an information technology project. She is undertaking which of the following process?
    A.   Define Activities
    B.   Develop Schedule
    C.   Sequence Activities
    D.   Estimate Activity Durations   (2 marks)

47. Which of the following statements **BEST** outlines the steps in developing an IT project schedule?
    A. Create a WBS-Estimate durations-Determine resources-Identify predecessors-Determine milestones-Identify dependencies
    B. Create a WBS-Estimate distance-Determine resources-Identify predecessors-Determine milestones-Identify dependencies
    C. Create a WBS-Estimate distance-Determine rating-Identify predecessors-Determine milestones-Identify dependencies
    D. Create a WBS-Estimate distance-Determine resources-Identify procedure-Determine milestones-Identify dependencies   (2 marks)

48. Which one of the following is **NOT** a stage/ phase of team development according to Tuckman model for team development?
    A. Norming
    B. Storming
    C. Adjourning
    D. Perfecting   (2 marks)

49. In IT project management, the decision to request an increase of resources for a project is the responsibility of?
    A. Functional manager
    B. Project manager
    C. Director of project management
    D. Project stakeholder   (2 marks)

50. Which of the option is **NOT** a notable challenge while scheduling a project?
    A. Deadlines exist
    B. Independent activities
    C. Too many workers may be required
    D. Costly delay   (2 marks)

....

CISSE INTERMEDIATE LEVEL

RESEARCH AND PROJECT MANAGEMENT

WEDNESDAY: 3 August 2022. Morning paper.   **Time Allowed: 2 hours.**

The paper is made up of fifty (50) multiple choice questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1.   Which of the following is **NOT** a potential advantage of using good project management?
     A.   Shorter development times
     B.   Higher worker morale
     C.   Lower cost of capital
     D.   Higher profit margins   (2 marks)

2.   A _____ is a temporary endeavor undertaken to create a unique product, service or result.
     A.   Program
     B.   Process
     C.   Project
     D.   Portfolio   (2 marks)

3.   Which of the following is **NOT** an attribute of an IT project?
     A.   Projects are unique
     B.   Projects are developed using progressive elaboration
     C.   Projects have a primary customer or sponsor
     D.   Projects involve little uncertainty   (2 marks)

4.   Which of the following is **NOT** part of the triple constraint of project management?
     A.   Meeting scope goals
     B.   Meeting time goals
     C.   Meeting communication goals
     D.   Meeting cost goals   (2 marks)

5.   _____ is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.
     A.   Project management
     B.   Program management
     C.   Project portfolio management
     D.   Requirements management   (2 marks)

6.   Project portfolio management addresses _____ goals of an organisation, while project management addresses _____ goals.
     A.   Strategic, tactical
     B.   Tactical, strategic
     C.   Internal, external
     D.   External, internal   (2 marks)

7.   Several application development projects done for the same functional group might BEST be managed as a part of
_____.
         A.   Portfolio
         B.   Program
         C.   Investment
         D.   Collaborative   (2 marks)

8.   Which of the following is **NOT** part of the three-sphere model for systems management?
         A.   Business
         B.   Information
         C.   Technology
         D.   Organisation   (2 marks)

9.   In IT project management, which process group normally requires the **MOST** resources and time?   (2 marks)
         A.   Initiating
         B.   Planning
         C.   Executing
         D.   Monitoring and controlling

10.   Farida is the project manager of a project, and she is planning responses to a set of risks. As a direct result of
         implementing these risk responses, she anticipates certain other risks to arise. These are:
         A.   Primary risks
         B.   Secondary risks
         C.   Planned risks
         D.   Workaround   (2 marks)

11.   As an experienced project manager, you have found that running a work breakdown structure (WBS) meeting is
         tricky because you need to find a balance between insufficient decomposition and excessive decomposition. When
         items are excessively decomposed, it leads to all the following **EXCEPT**?
         A.   Inefficient use of resources
         B.   Nonproductive management effort
         C.   Decreased efficiency when performing work
         D.   Breaking the 100 percent rule   (2 marks)

12.   What is the last step in the four-stage planning process for selecting IT projects?
         A.   IT strategy planning
         B.   Resource allocation
         C.   Business area analysis
         D.   Mind mapping   (2 marks)

13.   Scope _____ is often achieved by a customer inspection and then sign-off on key deliverables.
         A.   Acceptance
         B.   Completion
         C.   Validation
         D.   Close-out   (2 marks)

14.   Predecessors, successors, logical relationships, leads and lags, resources requirements, constraints, imposed dates,
         and assumptions are **ALL** examples of _____.
         A.   Items in an activity list
         B.   Items on a Gantt chart
         C.   Milestone attributes
         D.   Activity attributes   (2 marks)

15.   Which of the following is **NOT** an output of the project cost management process called estimating costs?
         A.   Activity cost estimates
         B.   A cost baseline
         C.   Basis of estimates
         D.   Project documents updates   (2 marks)

16. What tool can you use to determine whether a process is in control or out of control?
    A.   A cause-and-effect diagram
    B.   A control chart
    C.   A run chart
    D.   A control panel diagram   (2 marks)

17. A _____ maps the work of a project, as described in the work breakdown structure (WBS), to the people responsible for performing the work.
    A.   Project organisational chart
    B.   Work definition and assignment process
    C.   Resource histogram
    D.   Responsibility assignment matrix   (2 marks)

18. Which risk management process involves prioritizing risks based on their probability and impact of occurrence?
    A.   Planning risk management
    B.   Identifying risks
    C.   Performing qualitative risk analysis
    D.   Performing quantitative risk analysis   (2 marks)

19. The _____ is the point at which the contractor assumes total responsibility for each additional dollar of contract cost.
    A.   Breakeven point
    B.   Share Ratio Point
    C.   Point of Reconciliation
    D.   Point of Total Assumption   (2 marks)

20. What methodology was developed in the United Kingdom, defines 45 separate sub processes, and organises them into eight process groups?
    A.   Six Sigma
    B.   PRINCE2
    C.   Kaizen
    D.   TQM   (2 marks)

21. Which of the following is **NOT** a typical reason that project teams would use a predictive approach versus an agile approach to managing a project?
    A.   The project has unclear up-front requirements
    B.   The project team is inexperienced and dispersed.
    C.   Large risks are involved
    D.   The completion date is fairly rigid.   (2 marks)

22. What is the last step in the four-stage planning process for selecting IT projects?
    A.   IT strategy planning
    B.   Business area analysis
    C.   Mind mapping
    D.   Resource allocation   (2 marks)

23. Which of the following is **NOT** a BEST practice that can help in avoiding scope problems on IT projects?
    A.   Don't involve too many users in the scope management
    B.   Keep the scope realistic
    C.   Use off-the-shelf hardware and software whenever possible.
    D.   Follow good project management processes.   (2 marks)

24. Which of the following processes involves determining the policies, procedures, and documentation that will be used for planning, executing, and controlling the project schedule?
    A.   Planning schedule management
    B.   Defining activities
    C.   Estimating activity resources
    D.   Activity sequencing   (2 marks)

25. An IT project is halfway completed, its schedule performance index is 110 percent, and its cost is performance index is 95 percent, how is it progressing?
    A.   It is ahead of schedule and under budget
    B.   It is ahead of schedule and over budget
    C.   It is behind schedule and under budget
   D.   It is behind schedule and over budget   (2 marks)

26. Which of the following statements **BEST** explains the purpose of IT project management?
    A.   To produce the highest – quality products and services possible
    B.   To ensure that appropriate quality standards are met
    C.   To ensure that the project will satisfy the needs for which it was undertaken
    D.   To ensure that the project will be executed at a low cost   (2 marks)

27. The figure below shows an extract of a network diagram. What is the name given to the path named W?
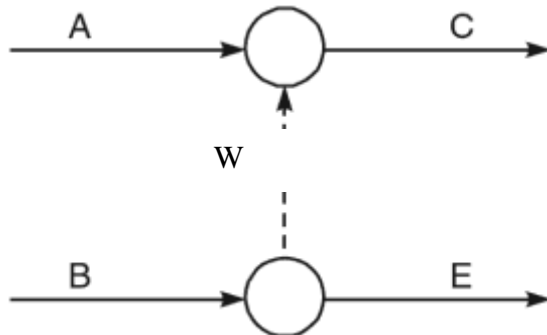
    A.   Dummy activity
    B.   Precedence activity
    C.   Successor activity
    D.   Event activity   (2 marks)

28. Which of the following is **NOT** a tool or technique for managing IT project teams?
    A.   Observation and conversion
    B.   Project performance appraisals
    C.   Conflict management
    D.   Social styles profile   (2 marks)

29. Which risk identification tool involves deriving a consensus among a panel of experts by using anonymous input regarding future events?
    A.   Risk breakdown structure
    B.   Brainstorming
    C.   Interviewing
    D.   Delphi technique   (2 marks)

30. An IT project team has decided **NOT** to use an upcoming release of software because it might cause your schedule to slip. Which negative risk response strategy are you using?
    A.   Avoidance
    B.   Acceptance
    C.   Transference
    D.   Mitigation   (2 marks)

31. An IT company wants to get information from potential sellers for providing new computers. What type of document would be required of the potential sellers?
    A.   Request for proposal
    B.   Request for quote
    C.   Proposal
    D.   Quote   (2 marks)

32. Which of the following outputs is often completed before initiating an IT project?
    A.   Stakeholder register
    B.   Business case
    C.   Project charter
    D.   Kick-off-meeting   (2 marks)

33. Which of the following is **NOT** a scope of an **IT** support office?
    A. Supervisory services
    B. Provision of expertise in Planning, Business Case, Risk Management and Issue Management
    C. Central conduit for communications for the project environment
    D. Audit and guidance on processes, tools and techniques (2 marks)

34. _____is the analysis done to consider the profitability of an investment over the life of an asset alongside considerations of affordability and strategic fit.
    A. Profitability appraisal
    B. Return on investment
    C. Investment appraisal
    D. Viability analysis (2 marks)

35. Which of the following is **NOT** an **IT** Project Selection Model?
    A. Comparative Benefit
    B. Scarcity Necessity
    C. Product Line Extension
    D. Sacred Cow (2 marks)

36. What tool and technique is used for all processes of project integration management?
    A. Project management software
    B. Templates
    C. Expert judgement
    D. Intuition (2 marks)

37. One of your project stakeholders has a high amount of authority and a high amount of interest. How should you manage that relationship?
    A. Manage closely
    B. Keep informed
    C. Keep satisfied
    D. Monitor (2 marks)

38. Use the table below to determine the critical path and its duration?

Activity	Predecessor	Estimate in Weeks
A	-	5
E	A	7
C	A	3
D	E	1
B	E, C	3
F	D, B	2

    A. A, C, B, F: 13 weeks
    B. A, E, D, F: 15 weeks
    C. A, E, B, F: 17 weeks
    D. A, E, B, D: 16 weeks (2 marks)

39. Suppliers and concerned citizens are examples of which type of stakeholders.
    A. Internal
    B. External
    C. Supportive
    D. Immediate (2 marks)

40. Which type of matrix can help clarify which knowledge areas are **MOST** important to stakeholders on an IT project?
    A. A knowledge area matrix
    B. A stakeholder management matrix
    C. A prioritisation matrix
    D. An expectations management matrix   (2 marks)

41. In undertaking an IT project, who should identify risks?
    A. Those invited to the risk identification process only
    B. Key project stakeholders only
    C. The project manager only
    D. All project personnel   (2 marks)

42. Which of the following is not a project competing constraint?
    A. Budget
    B. Procurement
    C. Risk
    D. Resource   (2 marks)

43. Change control tool selection should be based on the needs of the project stakeholders, including organisational and environmental considerations and/or constraints. Which of the following is **NOT** a key change management consideration while selecting an appropriate change control tool for a project?
    A. Identifying and selecting a change item
    B. Documenting the change into a proper change request
    C. Configuration item verification and audit
    D. Tracking change requests   (2 marks)

44. On-demand scheduling is one of the techniques used in agile projects. This type of scheduling relies on:
    A. A schedule that was developed previously for the development of the project increments.
    B. Discretionary dependencies that cannot be changed by the project team.
    C. Skills of the project manager rather than the skills of the team.
    D. A backlog or intermediate queue of work to be done.   (2 marks)

45. The project management team has determined that there are some changes to the scope of the project. Suggest who may be responsible for reviewing, evaluating, and approving documented changes to the project?
    A. Change Control Board
    B. Change Configuration Board
    C. Scope Control Board
    D. Configuration Control Board   (2 marks)

46. A project manager estimates the work to be accomplished in the near term in detail at a low level of the Work Breakdown Structure (WBS). He estimates work far in the future as WBS components that are at a relatively high level of the WBS. What is this technique called?
    A. Decomposition
    B. Rolling wave planning
    C. Scope Creep
    D. Earned value planning   (2 marks)

47. Most project management software packages use a method of constructing a project schedule network diagram known as:
    A. Waterfall Method
    B. Agile Method
    C. Just-in-time Method
    D. Precedence Diagramming Method   (2 marks)

48. As a project manager, you are analysing the costs incurred in a project. Which of the following costs cannot be classified under cost of nonconformance?
    A. Quality Assurance Costs
    B. Warranty costs
    C. Costs due to loss of reputation
    D. Rework costs   (2 marks)

49. A technical team can begin to edit a large document 15 days after it begins writing it. What kind of dependency would this represent?
    A. Start-to-start with a 15-day lead
    B. Finish-to-finish with a 15-day lead
    C. Start-to-start with a 15-day lag
    D. Finish-to-start with a 15-day lag (2 marks)

50. Analogous Estimating is an estimation technique that uses the values of parameters such as scope, cost, budget, and duration from a previous similar activity as the basis of activity. It is frequently used for estimation when there is a limited amount of information about the project. This is a form of:
    A. Gross value estimation
    B. Function point estimation
    C. Fixed point estimation
    D. Precision Estimation (2 marks)

....