National University

October 2019

PME 601 Midterm Exam

Due: 10/24/19

Name: --

Please Print

Answer the following True False Questions.

1. Project plans and goals usually become more specific as early work is completed.
    a. True
    b. False

2. Customers may need to sacrifice expectations related to cost or schedule in order to realize their expectations for scope or quality.
    a. True
    b. False

3. Scope management includes the processes to manage timely completion of the project.
    a. True
    b. False

4. The project management office (PMO) is typically the person or group that provides the financial resources and support for the project, and is accountable for enabling success.
    a. True
    b. False

5. The internal part of strategic analysis considers opportunities and threats posed by competitors, suppliers and regulatory agencies among others.
    a. True
    b. False

6. Generally, project life cycle stages are designed so that the amount of money spent in each of the stages is nearly equivalent.
    a. True
    b. False

7. In a functional organization, staff are grouped by areas of specialization and managed by a person with expertise in that area.
    a. True
    b. False
8. The most critical measures of project success are completing the project on schedule and on budget.
    a. True
    b. False

9. A portfolio is a collection of projects, programs, sub-portfolios, and operations managed as a group to achieve strategic business objectives.
    a. True
    b. False

10. Portfolio management aligns with organizational strategies by selecting the right projects, prioritizing work, and providing needed resources.
    a. True
    b. False

11. Scoring models are most useful when there are multiple projects and several criteria to consider.
    a. True
    b. False

12. In a projectized organization the project manager has extensive authority for budgets, personnel and decision making.
    a. True
    b. False

13. A matrix organization is any organizational structure in which the project manager shares responsibility with the functional manager for assigning priorities and directing the work of persons assigned to the project.
    a. True
    b. False

14. If the project scope is hard to define early in the project or much change is expected, a traditional or plan-driven approach should be adopted.
    a. True
    b. False

15. While differing in details, all of the major types of project life cycle models have a series of exactly four phases with activities that need to be completed and approvals that must be received before the project can proceed to the next phase.
    a. True
    b. False

16. The decision to kill a project if needed is typically reached jointly through agreement between the project customer and the project contractor.
    a. True
    b. False

17. It is generally unnecessary to have every function represented on the core team of the project, as that would make communications and scheduling of meetings more difficult.
    a. True
    b. False

18. The project charter serves as a formal legal contract between the project team and the project sponsor.
    a. True
    b. False

19. One purpose of the project charter is to help the project team and sponsor commit to the project.
    a. True
    b. False

20. The project business case provides a high-level description of what the project will accomplish and how it will be done.
    a. True
    b. False

21. A deliverable is any unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase, or project.
    a. True
    b. False

22. Risks, assumptions and constraints are included in the project charter so that key participants will be aware of what could prevent them from successfully completing the project.
    a. True
    b. False

23. Assumptions identified in the project charter include events that, if they occur, will have either a positive or a negative effect on a project's objectives
    a. True
    b. False

24. A background statement is a mandatory element of the project charter that sets the stage for creation of the scope overview and business case.
    a. True
    b. False

25. Which of the ten knowledge areas defined in the Project Management Body of Knowledge includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully?

    a. Project scope management
    b. Project quality management
    c. Project communications management
    d. Project stakeholder management

26. Projects are considered successful for all of the reasons below EXCEPT:..

    a. members of the team learn new skills working on the project.
    b. the organization captures lessons learned for future projects.
    c. the team has demonstrated heroics to meet project objectives
    d. the organization reaps business level benefits.

27. Typically, a steering team or leadership team is responsible for all of the following project related roles EXCEPT:

    a. selecting, prioritizing and resourcing projects
    b. providing rigid policies, procedures, standards and guidelines
    c. ensuring accurate progress is reported and adjustments made
    d. aligning projects with the organization's strategic plans

28. The document that describes why the project is needed, and may include estimated costs and benefits, is called a:

    a. program management plan
    b. business case
    c. SWOT analysis
    d. guiding principle

29. Which of the following statements correctly describes a weakness associated with the financial project selection model?

   a. The benefit-to-cost models favor projects which generate the smallest absolute return over a specified period.
   b. Payback period models do not consider the profit to be realized after the costs are paid.
   c. The Net Present Value (NPV) method does not consider the time value of money.
   d. The Internal Rate of Return (IRR) method is difficult to use when a project has conventional cash flows.

30. All of the following may be negotiated between a client company and a contractor EXCEPT:

   a. the amount of money to be paid.
   b. quality standards
   c. selection criteria for scoring models
   d. personnel assignments

31. Projectized organizations often adopt which of the following techniques where project team members are physically placed close to one another to improve communications and working relationships?

   a. collaboration
   b. co-location
   c. coordination
   d. consolidation

32. Which of the following organizational structures is designed to achieve a balance of task focus and technical capability?

   a. functional organization
   b. projectized organization
   c. matrix organization
   d. siloed organization

33. The project life cycle where the majority of the project work is conducted in iterations (sometimes called sprints) is called:

     a. Construction project life cycle
     b. DMAIC model
     c. Agile project life cycle
     d. R & D project life cycle

34. The project charter grants the project team the right to:

     a. begin project execution
     b. develop the project mission statement
     c. create a detailed project plan
     d. write a detailed business case

35. Within the project charter, the scope overview accomplishes all of the following EXCEPT:

     a. identifies the major schedule milestones for the project
     b. describes the work that must be performed to deliver a product, service or result.
     c. distinguishes between what the project will and will not do.
     d. describes at a high level what needs to be accomplished and how it will be done.

36. Which of the following charter elements defines the project purpose and justifies the necessity of the project ?

     a. scope control plan
     b. acceptance criteria
     c. business case
     d. scope overview

37. The milestone schedule in the project charter:

     a. is a schedule that provides detailed data for when each project activity should begin.
     b. is a detailed schedule that shows the planned duration for every activity in the project.
     c. is a summary-level schedule that identifies significant points or events in the project.
     d. is a summary-level schedule that shows how major project tasks are sequenced.

38. Project charters typically include all of the following elements EXCEPT:

     a. positive and negative risks
     b. project assumptions
     c. detailed resource requirements
     d. project constraints

39. Project managers and teams should consider risks and include them in the project charter for all the following reasons EXCEPT:

     a. risks that may have a negative impact on project objectives should be identified and addressed.
     b. all project risks should be eliminated before the project charter is signed.
     c. risks that may have a positive impact on the project create opportunities and should be capitalized upon.
     d. the sponsor and core team should be aware of what could prevent them from successfully completing the project.

40. Which of the following statements most accurately identifies the typical contents of the project charter?

     a. requirements, specifications, test protocols and test results
     b. statement of work, terms and conditions, clauses and delivery instructions
     c. business case, milestone schedule, resource estimates and team operating principles
     d. purpose, literature review, methodology, results and conclusions

41. Which section of the project charter publicly acknowledges the commitment of the sponsor, managers and team members to the project?

     a. business case
     b. signatures and commitment
     c. decisions and findings
     d. contract section

42. In order to be successful, the project team must be able to assess the needs of stakeholders and manage their expectations through effective communications. At the same time they must balance competing demands between project scope, schedule, budget, risk, quality, and resources, which are also known as project _____?

   a. Plan elements
   b. Deliverables
   c. Constraints
   d. Targets

43. Projects pass through a series of phases as they move from initiation to project closure. The names and number of these phases can vary significantly depending on the organization, the type of application, industry, or technology employed. These phases create the framework for the project, and are referred to collectively as the:

   a. Project life cycle
   b. Project management information system (PMIS)
   c. Product life cycle
   d. Quality methodology

44. To be effective, a project manager needs to possess all of the following competencies except:

   a. Personal effectiveness – attitudes, core personality traits, leadership
   b. Authority – power or right granted by the organization
   c. Performance – what the project manager can accomplish while applying their project management knowledge
   d. Knowledge of project management – understanding of project management tools and techniques

45. project statement of work (SOW) would use or include information from each of the following sources except:

    a. Project charter
    b. Strategic plan
    c. Business need
    d. Product scope description

46. Characteristics of an organizational culture can have a major impact on a project's success. All of these are attributes of an organizational culture EXCEPT:

    a. Motivation and reward systems
    b. Risk tolerance
    c. Code of conduct
    d. Financial control procedures

47. A hierarchical organization where each employee has one clear superior, staff are grouped by areas of specialization and managed by a person with expertise in that area is known as a:

    a. Composite organization
    b. Functional organization
    c. Projectized organization
    d. Weak matrix organization

48. The project sponsor's responsibilities during the executing stage include:

    a. Reviewing and signing the project charter
    b. Signing off on the detailed project plan
    c. Ensuring communications with key stakeholders
    d. Producing project status reports

49. Adding to the project after it has already begun without making adjustments to time, cost, or resources, is known as:

    a. Scope creep
    b. Risk
    c. Milestones
    d. Acceptance criteria

50. A narrative description of products, services or results to be delivered by the project is a:

    a. Request for information
    b. Business case
    c. Project statement of work
    d. Elevator pitch