

Final Exam

Continuing Education Course #183
Quality Project Management

NOTE: The following question was revised on 10 July 2018

1. In the real project world many projects are small and assigned to managers with less than professional project management training.

- ☐ a. true
- ☐ b. false

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2. The challenge to quality is:

- ☐ a. Most problems involve gaps in communications and missed critical steps
- ☐ b. Computer technologists create voluminous procedures seldom understood by other departments
- ☐ c. Projects both big and small involve many disciplines and use many different project management systems
- ☐ d. All of the above

3. Improving the quality for managing project work occurs by combining the seven key tools with a basic feature from statistical process control, the control chart.

- ☐ a. true
- ☐ b. false

4. The purpose of the Work Breakdown Structure (WBS) is to:

- ☐ a. determine what is to be delivered to the customer
- ☐ b. have an unforgettable collaborative experience
- ☐ c. how the work should be done
- ☐ d. all of the above

5. Creating a WBS is:

- ☐ a. more of art than a science
- ☐ b. not a normal human response
- ☐ c. should represent the end of the project
- ☐ d. all of the above

6. WBS uses verbs instead of nouns to describe deliverables.

- ☐ a. true
- ☐ b. false

7. Creating a service WBS means:

- ☐ a. turning service intangible into a tangible product
- ☐ b. WBS cannot be used for service projects
- ☐ c. a & d
- ☐ d. turning a how into a what

8. What is not WBS guideline?
- ☐ a. measurable units-dollars, hours
 - ☐ b. possible milestone
 - ☐ c. represents who will do the work
 - ☐ d. a template for reporting performance

NOTE: The following question was revised on 28 June 2018

9. Two requirements are necessary to produce a network diagram; activity logic and activity duration.
- ☐ a. true
 - ☐ b. false

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10. Activity duration is the same as effort.

- ☐ a. true
- ☐ b. false

11. The critical path is the path that contains connected activities that add up to the longest duration in the network diagram and is also the shortest project schedule time.

- ☐ a. true
- ☐ b. false

12. A project will be delayed if any activity in the project takes more time to complete.

- ☐ a. true
- ☐ b. false

13. What is not a step on how to use icon two?

- ☐ a. identify the shortest path
- ☐ b. draw a diagram using activity logic to connect all activities
- ☐ c. determine what activities will produce the WBS deliverables
- ☐ d. none of the above

14. Where is the starting point for drawing a network diagram?

- ☐ a. the largest and most important activity of the project
- ☐ b. the activity at the beginning of the project
- ☐ c. the activity at the end of the project
- ☐ d. any activity in the project

15. Most activities in a network diagram are constructed with:

- ☐ a. Pessimistic durations
- ☐ b. Normal durations
- ☐ c. Optimistic durations
- ☐ d. all of the above

16. A bar chart is:

- ☐ a. called the project schedule
- ☐ b. constructed by drawing time scaled bars for each project task
- ☐ c. shows project activities positioned over the life of the project
- ☐ d. all of the above

17. The bars on the bar chart are the activities that include start and finish dates.

- ☐ a. true
- ☐ b. false

18. The advantage for using a computer to draw a schedule is that the software combines the following icons:

- ☐ a. WBS & CPM
- ☐ b. WBS & Baseline
- ☐ c. CPM & Bar Chart
- ☐ d. CPM & Earned Value

19. The T Chart is a matrix that:

- ☐ a. describes who will do the work
- ☐ b. uses a horizontal line for activities
- ☐ c. uses a vertical line for personnel
- ☐ d. all of the above

20. A symbol at the intersection of the horizontal and vertical line describes;

- ☐ a. how long it will take to do the work
- ☐ b. the role to be taken by the personnel
- ☐ c. when the work will be done
- ☐ d. none of the above

21. Budget the Bars shows the allocation of resources to each task bar on the project bar chart.

- ☐ a. true
- ☐ b. false

22. Estimated cost and budget are the same.

- ☐ a. true
- ☐ b. false

23. Baseline is the curve showing the project budget spending rate.

- ☐ a. true
- ☐ b. false

24. The Baseline curve is calculated by:

- ☐ a. summarizing all the estimated costs for the project
- ☐ b. accumulating the dollars budgeted for each bar on the schedule
- ☐ c. all of the above
- ☐ d. none of the above

25. The Baseline curve is also called Planned Value.

- ☐ a. true
- ☐ b. false

26. When compared to completed deliverables and the actual cost of those deliverables, planned value is:

- ☐ a. metric value of completed work
- ☐ b. the value of completed work according to the original budget
- ☐ c. used as a measure of project status
- ☐ d. all of the above

27. Earned Value is:

- ☐ a. a monetary value of completed work
- ☐ b. the value of completed work according to the original budget

- ☐ c. a technique for measuring project performance
- ☐ d. all of the above

28. Which is not one of the essential features of Earned Value Management?

- ☐ a. the value of the work planned value (PV)
- ☐ b. the critical path of the project
- ☐ c. a project plan that identifies the work to be done
- ☐ d. pre-defined earning rules that results in Earned Value (EV)

29. The way to remember the earned value formulas for calculating variance and performance indices is that EV always comes first or is on top in the formula.

- ☐ a. true
- ☐ b. false

30. The center line of the project management control chart is used to indicate whether the schedule and cost are going according to plan.

- ☐ a. true
- ☐ b. false