☺☻☹ **MUHAMMAD FAISAL** ☺☻☹
MIT 3rd Semester
Al-Barq Campus (VGJW01) Gujranwala
faisalgrw123@gmail.com
http://allaboutvu.blogspot.com/

Reference MCQ's For Final TERM EXAMS
CS615- Software Project Management

Question No: 1   (Marks: 1)   - Please choose one
Each_____ can be subdivided into sub tasks.

► None of given
► Program
► **Task (page 275)**
► Project

Question No: 2   (Marks: 1)   - Please choose one
In_____ the planner develops estimates of the information domain.

► **Function point sizing (page227)**
► Standard component sizing
► Change sizing
► All of given

Question No: 3   (Marks: 1)   - Please choose one
A_____ extends the Program WBS to a lower level in order to provide management and cost information to the Government.
► Program WBS
► **Contract WBS (page249)**
► Contract Program WBS
► None of given

Question No: 4   (Marks: 1)   - Please choose one

Which of the following Technique use network schedules to trace the completion of predetermined activities?

    ► Gantt Charts
    ► PERT
    ► CPM
    ► PERT and CPM (page 296)

Question No: 5   (Marks: 1)   - Please choose one

The decomposition of a software project is one of the first tasks of _____.

    ► Software Engineer
    ► Software project manager (page 264)
    ► Software Analyst
    ► Software tester

Question No: 6   (Marks: 1)   - Please choose one

_____ theory when the deliverables of a project are more important than its phases. This normally happens when the deliverables are decided before the project begins.

    ► Project life-cycle-based
    ► Scheduled
    ► None of given
    ► Deliverable-based (page 277)

Question No: 7   (Marks: 1)   - Please choose one

Risk analysis and management are a series of steps that help a software team to understand and manage_____.

    ► Uncertainty (page 305)
    ► Crises
    ► None of given
    ► Problem

Question No: 8   (Marks: 1)   - Please choose one

Lessons learned are important to document because on organization can use them to improve future projects and the Project Management process. Therefore, in project closing procedures, it is helpful to review the:

    ► Checklists for risk identification   (Not Sure)
    ► WBS
    ► Original contract
    ► All of given

Question No: 9   (Marks: 1)   - Please choose one

Predecessor activities need to_____ before the next can begin. After a predecessor activity is completed, the successor activity becomes the predecessor for another activity.

► Both start and end
► **End (page 297)**
► Start
► None of given

Question No: 10   (Marks: 1)   - Please choose one

To_____ risks from occurring, the project team prepares the risk plan before the commencement of the project.

► **Avoid (page 312)**
► Deal
► None of given
► Manage

Question No: 11   (Marks: 1)   - Please choose one

Each_____ can be subdivided into sub tasks.

► None of given
► Program
► **Task (page 275)**
► Project

Question No: 12   (Marks: 1)   - Please choose one

A_____ is defined as "the work breakdown that covers the acquisition of a specific defense material item and is related to contractual effort."

► **Program WBS (page 250)**
► Contract WBS
► Contract Program WBS
► None of given

Question No: 13   (Marks: 1)   - Please choose one

Scheduling for software engineering projects can be viewed from_____ rather different perspectives.

► One
► **Two (page 284)**
► Three
► Four

Question No: 14   (Marks: 1)   - Please choose one

Design decomposition of a software project is a division of the system into

► **Operational components (page 267)**
► High level Components
► Low level Modules
► High level Components and Low level Modules

Question No: 15   (Marks: 1)   - Please choose one

 A change in the arrangement of tasks can occur on the basis of _____ theories of WBS.

► **Two (page 277)**
► Three
► Four
► Single

Question No: 16   (Marks: 1)   - Please choose one

In _____ the planner develops estimates of the information domain.

► **Function point sizing (page 227)**
► Standard component sizing
► Change sizing
► All of given

Question No: 17 (Marks: 1)   - Please choose one

_____ theory when the deliverables of a project are more important than its phases.
This normally happens when the deliverables are decided before the project begins.

► Project life-cycle-based
► Scheduled
► None of given
► **Deliverable-based (page 277)**

Question No: 18   (Marks: 1)   - Please choose one

Over the course of the project, a comparison of the due date and the date delivered
provides a metric for how well deliverable dates are _____ by the project team.

► **Met (page 274)**
► Scheduled
► None of given
► Changed

Question No: 19   (Marks: 1)   - Please choose one

A _____ extends the Program WBS to a lower level in order to provide management and cost information to the Government.

► Programs WBS
► **Contracts WBS (page 249)**
► Contract Program WBS
► None of given

Question No: 20   (Marks: 1)   - Please choose one

Software project _____ is an activity that distributes estimated effort across the planned project duration by allocating the effort to specific software engineering tasks.

► **Scheduling (page 284)**
► Cost Estimation
► Risk Management
► Both Later and Meddle Stage

Question No: 21   (Marks: 1)   - Please choose one

Using PERT and CPM_____, helps you complete a project on time. By using these techniques, you can determine the latest time by when an activity should start to be completed on time.

► Individually
► Combination
► **Individual and Combine (page 296)**
► None of given

Question No: 22   (Marks: 1)   - Please choose one

A node on a network schedule is that point in time at which an activity_____.

► Begins
► **Begins or Ends (page 297)**
► Ends
► None of given

CS615 Quizzes

1) The overall role of Software in a larger system is identified during

Requirements engineering
Process engineering
System engineering
All of given

2) The British Standards Institution (1986) has stated the quality as

The ability of a software product to satisfy its specified requirements
"An inherent or distinguishing characteristic or a property"
"Quality is in the eye of the beholder, a matter, of the client's judgment."
All of the given

3) McCall (MCC77) and his colleagues proposed some software quality factors based on _____ most important aspects of a software product:

4
3
6
5

4) Inefficient project management style is a

Product-related problems
Technology-related problems
Process-related problems
People-related problems

5) Upon evaluating current problems and desired information (input and output), the analyst begins to _____

Synthesize solutions
Model
Specification
All of given

6) These all are Product Revision Factors except
Usability
Maintainability
Flexibility
Testability

7) We can classify the problems that affect software projects into _____ categories

3
4
5
6

8) The check-in and checkout facilities provide_____

Best control
Component control
SCI control
Synchronization control

9) The code generation step performs the task

Translated specification into a machine-readable form
Translated design into a machine-readable form
Translated requirements into a machine-readable form
Translated user data into a machine-readable form

10) Research-oriented software development is a
Technology-related problems
Process-related problems
People-related problems
Product-related problems

11) A meeting is conducted at a _____ and attended by both software engineers and customers.
Software engineer site
Neutral site
Customer site
Company site

12) Reviews conducted at each of this phase/s_____
Analysis
Design
Coding
All of given

13) All given below are the problems that affect software projects except:

Product-related problems
Technology-related problems
Procedure-related problems
People-related problems

14) _____is the technical kernel of software engineering

Design
Implementation
Testing
Requirement Analysis

15) Both the software engineer and customer take an active role in software requirements engineering-a set of activities that is often referred to as

Analysis
Design
Specification
System acceptance

16) The model serves as the basis for the creation of _____ for the Software.
Design
Maintenance
Testing
Specifications

17) Before requirements can be analyzed, modeled, or specified they must be gathered through a/an _____

Elicitation process
Interviewing
Meeting
None of given

18) Technology-related problems include _____

Overestimated savings from reusable components and new tools and methods
Switching tools in mid way
Integrating different software products in cross-platform implementation
All of given

19) Insufficient identification is a

Technology-related problems
Process-related problems
People-related problems
Product-related problems

20) Throughout evaluation and solution synthesis, the analyst's primary focus is on
_____

"Not what, not "how"
"What, also "how"
"What, not "how"
None of given

21) The overall role of Software in a larger system is identified during

Requirements engineering
Process engineering
System engineering
All of given

22) In problem evaluation area of effort, once problems have been identified, the
_____determines what information is to be produced by the new system and what
data will be provided to the system.

Analyst
Designer
Coder
Manager

23) A 'facilitator' controls the meeting can be _____

Customer
A developer
An outsider
All of given

24) Version control combines _____ to manage different versions of configuration objects that are created during software product development.

Procedure
Tools
Procedure and Tools
None of given

25) Many software projects digress from the original scope because of the nature of the software product or technology used, it's happen in ____ ____

Product scope changed toward the end of the project life cycle
Research-oriented software development
Defined scope
Fuzzy users

26) When you build a product or system, it's important to go through a series of predictable steps – a road map that helps you create a timely, high-quality result, The road map that you follow is called a _____

Software design
Software process
Software schedule
Framework

27) Before requirements can be analyzed, modeled, or specified they must be gathered through a/an _____

Elicitation process
Interviewing
Meeting
None of given

28) Defined scope is a

Technology-related problems
Product-related problems
Process-related problems
People-related problems

CS615 MCQ

1) Which of the items listed below is not one of the software engineering layers?

Process
Manufacturing   (page 130)
Methods
Tools

2) The software quality assurance activity which is performed to check errors in logic, function, or implementation for any representation of the software is called:

Inspection
Formal technical review(s)   (page 126)
Walkthrough
Auditing

3) The nature of software applications can be characterized by their information.

Complexity   (page 4, 7)
Content
Determinacy
Content and determinacy

4) Extent to which the program can be used in more than one program or system is called -------

Portability
Reusability   (page 121)
Interoperability
Configurability

5) Cost, effort, risks, and resources are the factors included in--------

Estimation   (page 222)
Testing
Development
Maintenance

6) Which of the following tools and techniques shows the impacts of one decision over another
as well as the probability and cost of each risk along a logical path?

Simulation
Decision tree
Probability / impact risk matrix
Sensitivity analysis

7) There are _____ types of Work Breakdown Structures.

Two   (page 249)
Three
Four
None of given

8) Which of the following is displayed as an S-curve?

Gantt
Cost baseline
Critical path
PERT

9) To aid planning, scheduling, and monitoring a project, you can use tools_____

PERT and CPM Timeline
Charts and Gantt charts
Both of given   (page 228)
None of given

10) CSOM stands for_____

Computer system operator's manual   (page 173)
Computer system offered manual
Computer software operator's manual
Computer system obvious manual

11) The DID s (Data Item Description) includes a section called _____

Formal Documentation
Preparation Instruction   (page 171)
Associated Documentation
Effective Resolution

12) _____ is identifying the specific activities that must be performed to produce the various project deliverables.

Scope Planning
Scope Definition
Activity Definition   (page 38, 138)
Activity Duration Estimating

13) Effective project managers_____
Are good motivators, communicators, supports team members and stand up to upper management
where necessary?

Lead by example
Are visionary
All of given

14) _____ identifying and documenting interactivity dependencies.

Activity Definition Activity
Sequencing Activity   (page 38,138)
Duration Estimating
Resource Planning

15) To expand or contract project scope, to modify cost, or schedule estimates are examples of _____

Work results
Change request   (page 156)
Change schedule
Change scope

16) _____ is based on soft skills and relies more on human factors, such as collecting information during group discussions.

Source lines of Code (SLOC)
Function Point (FP) Constructive
Cost Model (COCOMO)
Delphi technique   (page 228)

17) The Data Item Descriptions define the formal documentation standards for all required documents generated during the development of software according to standard:

2276
2167   (page 172)
1267
2267

18) There are _____Planning Process Tasks.

Ten
Thirteen
Fifteen   (page 138)
Seventeen

19) Lessons learned are important to document because an organization can use them to improve
future projects and the Project Management process. Therefore, in project closing procedures, it is helpful to review the,

Checklists for risk identification
WBS
Original contract
All of given

20) _____ technique used to integrate the project's scope, schedule, and resources and to
measure and report project performance from initiation to closeout:

PMIS
EVM   (page 154)
Stakeholder skills and knowledge
PV

CS615 more MCQ's

1) The final activity for a project manager is_____

Project closedown   (page 80)
Project implementation
Project execution
Project Quality

2) All given below are the problems that affect software projects except:

Product-related problems
Technology-related problems
Procedure-related problems   (page 85)
People-related problems

3) The requirements phase precedes the design phase.

True   (page268)
False

4) Software engineers do not need to consider hardware when designing a computer-based system.

True   (Not Sure)
False

5) ------------- refers to the quantifiable outcome of the software project.

Schedule
Effort
Size   (page 226)
Resource

6) Adding more people to a project that is already behind schedule is a good way to catch up.

True   (page 82)
False

7) Discrete portions of the project that can be charged to a single organization are called -----------------

Work packages   (page 250)
Deliverables
Tasks
Activities

8) The ---------------- decomposition of a software project is a division of the system into its operational components as they are seen by the user.

Design
Functional   (page 267)
Project
Planning

9) Efficiency with which a program runs on different platforms or operating systems is called -------

Configurability
Reusability
Interoperability
Portability   (page 121)

10) Ease with which a program is tested is called --------------

Flexibility
Testability   (page 121)
Maintainability
Reusability

11) The first activity in risk analysis is risk management.

True
False (page 73)

12) Both the software engineer and customer take an active role in software requirements engineering-a set of activities that is often referred to as Requirement:

Managing
Recognition
Analysis   (page 92)
Modeling

13) Which one the following components are purchased from a third party, are ready for use on the current project and have been fully validated?

Software
Off – the – shelf
Hardware
Microsoft

14) Function Points are language dependent approach to estimating software development effort.

True
False

15) The first step in project planning is to --------------------

Determine the budget
Select a team organizational model
Determine the project constraints
Establish the objectives and scope
Mid MCQ's

16) Describe where the work must be performed. Specify the location of hardware and software and where the people must perform the work is called _____

Scope of work
Location of Work   (page 220)
Period of Performance
Deliverables Schedule

17) Faizan is the project manager working on the Resource Planning process. He should consider
all of the following when developing the resource requirements output except:

WBS
Supply purchase policies
Resource rates
Special knowledge and talents

18) All of the following are true regarding the tools and techniques of activity sequencing except:

GERT uses analogous methods
GERT allows for loops
GERT is a conditional diagramming method
GERT allows for conditional branches

19) Faisal Dar is a project manager for Changing Tides Video games. He has produced a project network diagram and has updated the activity list. Which process have he just finished?

The Activity Sequencing process, which identifies all the specific activities of the project
The Activity Sequencing process, which identifies all the activities dependences
The activity duration Estimating process, which diagram project network time estimates?
The activity duration Estimating process, which identifies all the dependent activities of the project?

20) Faisal Dar is a project manager for Changing Tides Video games. He has gathered the inputs of for the Activity Duration Estimation process. He will employ which tools and techniques to produce the outputs for this process?

Activity list, analogous estimating, quality based durations, and alternatives identification
Activity list, analogous estimating, expert judgment, and quality based durations
Expert judgment, analogous estimating, quality based durations, and reserve time
Expert judgment, alternative identification, quality based durations, and reserve time

21) As a project manager, you know that all of the following are true concerning analogous
estimating techniques except:

It's a qualitatively based estimating technique
It's a Top-down estimating technique
It's a tool and technique of Activity Duration Estimating and Cost Estimating
It's a form of expert judgment

22) All of the following are true regarding parametric modeling except:

It's a form of Top-down estimating
It's a mathematical model
It's a tool used to estimate project costs
It's a tool used to estimate project time

23) Which logical relationship does the PDM use most often?

Start to finish
Start to start
Finish to finish
Finish to start   (page 381)

24) One of the most powerful leadership tools a project manager is has his/her_____

Own knowledge
Own experience
Own behavior
Own reference

25) The organization structure that provides the project manager with the most authority over the project team is:

Functional
Balanced matrix
Strong matrix
Projectized   (page 53, 198, 199)

26) Using an EFFORT RATIO for each type of change in_____

Fuzzy logic sizing
Function point sizing
Changing sizing   (page 227)
Standard component sizing

27) What is one of the problems with project management software?

The project manager manages the software instead of the project
Project duration calculations are sometimes approximate
You cannot override the project management software decisions regarding schedule
It's expensive and difficult to use

28) If you know expected value is 500 and the standard deviation is 12, you can ay with approximately a 95 percent confidence rating which of the following?

The activity will take between 488 and 512 days
The activity will take between 464 and 536 days
The activity will take between 494 and 506 days
The activity will take between 476 and 524 days

29) If your expected value is 110 and the standard deviation is 12, which of the following is true?

  There is approximately a 99 percent chance of completing this activity between 86 and 134 days
  There is approximately a 68 percent chance of completing this activity between 98 and 122 days
  There is approximately a 95 percent chance of completing this activity between 98 and 122 days
  There is approximately a 75 percent chance of completing this activity between 86 and 134 days

30) All of the following strategies are tools and techniques of Risk Response Planning used to reduce or control risk except?

Mitigation
Simulation   (page 309,337)
Avoidance
Acceptance

31) Object points are measurable code sections in an object-oriented programming language, such as_____

C++
Ada
Java
All of the Given   (page 237)

32) _____ involves determining what qualities are to be used to perform project activities.

Resource planning   (page 21)
Cost estimating
Cost budgeting
Cost control

33) The resources assigned to them will significantly influences the duration of most activities.

True
False

34) Using the intermediate COCOMO technique effort is calculated in_____

Two-step process
Three-step process   (page 233)
Four-step process
Five-step process

35) Which of the following is true regarding NPV?

NPV assumes reinvestment at the cost of capital
NPV decisions should be made based on the highest value for all of the selections
NPV assumes reinvestment at the prevailing rate
NPV assumes reinvestment at the NPV rate

36) Hasnain is a project manager for VU International. Since he doesn't sleep much, he gets a lot of project work done. He is considering recommending a project that costs Rs. 575'000, and expected inflows are Rs. 25000 per quarter for the first 2 years, then Rs. 75000 per quarter thereafter. What is the pay back period?

40 months
38 months
39 months
41 months

37) Mathematical models using linear, dynamic, integer, or algorithm models are considered:

Project selection criteria
A form of expert judgment
Project selection methods
A form of historical information

38) WBS Is Not:

The WBS should contains 100% of the work defined by the scope or contract
Development of WBS should involve the entire project team
A listing of tasks or activities   (page 248)
Should captures all deliverables (Internal, External, Interim) in terms of work to be completed

39) COMSAT project selection committee used a weighted scoring model and found that project BAT, with a score of 54, should be chosen over the other competing projects. Which of the following is true?

Weighted scoring models are a benefit measurement method, which is tool and technique in the Initiation process
Weighted scoring models are constraint optimization method, which is output of the Initiation process
Weighted scoring models are constraint optimization method, which is tool and technique in the Initiation process
Weighted scoring models are a benefit measurement method, which is output of the Initiation process

40) Obtaining forma project plan approval and sign-off is important for all of the following reason except:

Stakeholders are aware of the specific details regarding project schedule, budgets, and risk.
Stakeholders will be more likely to cooperate.
Stakeholders are aware of the project details, which makes them more likely to participate in future project decisions.
Stakeholders are able to recommend a project planning methodology to follow throughout the remaining process group.

41) All of the following are true regarding the project plan except:

Some of its input and outputs from other planning processes
It's used to guide the project Executing and Controlling processes and it is the baseline used to measure project performance
It consists of one document that should be formally approved and signed by stakeholder
It contains things like the WBS, project schedule, and resource assignment

42) An activities list is typically shown in this ways.

It can be shown as an outline
It can be shown as an outline or it can be graphically presented   (page 257)
It can be graphically presented
None of the given

43) Always remember that projects are in dynamic working environments, so try to maintain flexibility in the work breakdown structure.

Always true   (page 283)
Always false
Sometimes true sometimes false
Depends on condition

44) To create a schedule, you can use project management tools;

Gantt charts
Network-scheduling techniques
PERT
All of given   (page 285)

45) Usman is project manager for a new website for a local zoo. He needs to perform Quantitative Risk Analysis. He will use all of the following tools and techniques to accomplish this except:

Overall risk ranking for the project
List of prioritized risk
Inputs to other processes
List of risks for additional analysis and management

46) Which of the following describes the cost of quality associated with scrapping, rework, and downtime?

Internal failure
External failure
Prevention cost
Appraisal cost

47) Choudhary & Brothers hardware vendor left you voicemail saying that a snowstorm in the Midwest will prevent your equipment from arriving on time. You identified a risk response for this risk and have arranged for a local company to lease you the needed equipment until yours arrives. This is an example of which risk response strategy?

Transference
Acceptance
Mitigation
Avoidance

48) What document outlines the action steps to be taken if an identified risk event should occur?

Project plan
Corrective action Plan
Contingency Plan
Risk response plan   (page 188,42, 338)

49) Tools and techniques for risk identification include all but:

Checklist
Risk assessment
Interviewing
Assumption analysis

50) Tools and techniques for Performance reporting are:

Performance review
Variance analysis
Trend analysis
All of the given

51) Analogous estimating is a form of _____

Expert Judgment   (page 73)
Bottom up estimating
Delphi method
Computerized estimating

52) _____ is another term for top down estimating.

Life cycle costing
Parametric modeling
Analogous estimating
Work package

53) Assumptions generally involve:

A degree of risk   (page 153)
Financial control
Historical information
Lesson learned

54) Receivers in the communications model filter their information through all of the following except:

Culture
Knowledge of subject
Conflict
Language

55) The presence of which of the given factors is mandatory in a quality assured software

Change adaptive
Faulty
Correctness
Both Change adaptive and Correctness

56) Which of the following testing technique is followed to ensure that the software user requirements are being met?

White box
Gray box
Blue box
Black box   (page 106)

57) Which of the following testing techniques is usually used during implementation of individual modules?

White Box
Black Box
Integration testing
None of given

58) How do the dynamic testers confirm that the executions of a program (other than the expected execution of a program) are running accurately?

Some important program input are selected from the set of all and executed
It is hard to confirm that
The execution of the program other that the intended execution is useless to test
None of given

59) The execution of a program is tested by a model based approach in-case of

Formal testing
Dynamic testing
Static testing
Unit testing

60) What is the difference between formal methods and testing?

Formal methods aim at verification and proving correctness, while testing can only show the presence of errors.
Testing is done only in the third phase of SDLC whereas Formal methods are done in all the phases
of SDLC except Testing phase.
There is no big difference between the both
Testing can only be done after the requirements gathering phase of SDLC whereas Formal methods can be applied before that.

61) The main idea behind symbolic execution is to use symbolic values, instead of actual data, as input values, and to represent the values of program variables as symbolic expressions.

True
False

62) The purpose of mutation testing is

To help the tester develop effective tests or
To locate weaknesses in the test data used for the program never accessed during execution
To locate weaknesses in the test data used in sections of the code that are seldom accessed during execution
All of given

63) Which of the following is the example of mutation operators?

Replace each boolean sub expression with true and false.
Replace each arithmetic operation with another one, e.g. + with *, - and /.
Replace each boolean relation with another one, e.g. > with >=, == and <=.
All of given

64) Which of the following testing approach is used to test the software functionality that previously worked as desired, stops working or no longer works in the same way that was previously planned?

Integration testing
Unit testing
Regression testing
Dynamic testing

65) Which of the following can be a type of regression?

Local - changes introduce new bugs.
Unmasked - changes unmask previously existing bugs.
New feature regression
All of given

66) Which of the following testing is required when it needs to test the software after combining the modules into a group?

Unit
Regression
White box
Integration   (page 37)

67) SQA encompasses the entire software development process.

True   (page 356)
False

68) The process of software quality assurance (SQA) is designed to prevent software defects and inefficiencies.

True
False

69) There is no difference between software quality assurance and software testing

True
False

70) The Project Management Institute (PMI) is the industry-recognized standard for project management practices.
The VP of marketing approaches you and requests that you change the visitor logon screen on the company's website to include a username with at least six characters. This is considered:

Project initiation
Ongoing operations
A project
Project execution

71) Your company manufactures small kitchen appliances. They are introducing a new product line of appliances in designer colors with distinctive features for kitchens in small spaces. These new products will be offered indefinitely starting with the spring catalog release. Which of the following is true?

This is a project because this new product line has never been manufactured and sold by this company before.

This is an ongoing operation because the company is in the business of manufacturing kitchen appliances. Introducing designer colors and features is simply a new twist on an existing process.

This is an ongoing operation because the new product line will be sold indefinitely. It's not temporary.
This is not a project or an ongoing operation. This is a new product introduction not affecting ongoing operations.

72) Your company manufactures small kitchen appliances. They are introducing a new product line of appliances in designer colors with distinctive features for kitchens in small spaces. These new products will be offered indefinitely starting with the spring catalog release. In order to determine the characteristics and features of the new product line, you will have to perform which of the following?

Fast tracking
Consulting with the stakeholders
Planning the project life cycle
Progressive elaboration

73) A project is considered successful when:

The product of the project has been manufactured.
The project sponsor announces the completion of the project.
The product of the project is turned over to the operations area to handle the ongoing aspects of the project.
The project meets or exceeds the expectations of the stakeholders.

74) The VP of customer service has expressed concern over a project you're involved in. His specific concern is that if the project is implemented as planned, he'll have to purchase additional equipment to staff his customer service center. The cost is substantial and was not taken into consideration in the project budget. The project sponsor insists that the project must go forward as originally planned or the customer will suffer. Which of the following is true?

1. The VP of customer service is correct. Since the cost was not taken into account at the beginning of the project, the project should not go forward as planned. Project initiation should be revisited to examine the project plan and determine how changes can be made to accommodate customer service.

2. **The conflict should be resolved in favor of the customer.**
3. The conflict should be resolved in favor of the project sponsor.
4. The conflict should be resolved in favor of the VP of customer service.

75) Which of the following brings together a set of tools and techniques used to describe, organize, and monitor the work of project activities?

 Project managers
Guide to the PMBOK
Project management
Stakeholders

76) What are the triple constraints?

Time, schedules, and quality
Time, availability, and quality
Time, money, and schedules
Time, money, and quality   (page 29)

77) You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the project start date. You've been given a budget of $12 million to complete this project. Resources are easily attained. Which of the triple constraints is the primary constraint for this project?

Time, because the date cannot be moved
Money, because the budget is set at $12 million
Resources, because they're not fixed
Quality, because the buildings have to be functional and safe

78) You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the project start date. Resources are not readily available as they are currently assigned to other projects. Jack, an expert crane operator, is needed for this project two months from today. Which of the following skills will you use to get Jack assigned to your project?

Negotiation and influencing skills
Communication and organizational skills
Communication skills
Problem-solving skills

79) You are a project manager with technical expertise in the pharmaceutical industry. You've decided to try your hand at project management in the entertainment industry. Which of the following is true?

I. You will likely be successful because communication skills are your strong suit. You anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

II. You will likely be successful because your organizational skills are excellent. You anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

III. You will probably be successful because you have a friend in the entertainment industry that has briefed you on all the important aspects of this project that you'll need to know. You anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

IV. You will probably not be successful because you have little knowledge of the entertainment industry even though you anticipate having technical experts on your project team to address industry specifics that you're not familiar with

80) You are managing a project to install a new postage software system that will automatically print labels and administer postage for certified mailings, overnight packages, and other special mailing needs. You've attempted to gain the cooperation of the business analyst working on this project and need some answers. She is elusive and tells you that this project is not her top priority. To avoid situations like this in the future, you should:

A. Establish the business analyst's duties well ahead of due dates and tell her you'll be reporting on her performance to her functional manager.
B. Establish the business analyst's duties well ahead of due dates and tell her you are expecting her to meet these expectations because the customer is counting on the project meeting due dates to save significant costs on their annual mailings.
C. Negotiate with the business analyst's functional manager during the planning process to establish expectations and request to participate in the business analyst's annual performance review.
D. Negotiate with the business analyst's functional manager during the planning process to establish expectations and inform the functional manager of the requirements of the project. Agreement from the functional manager will assure the cooperation of the business analyst.

81) The amount of authority a project manager possesses can be related to:

The project manager's communication skills
The organizational structure   (page 52)
The amount of authority the manager of the project manager possesses
The project manager's influencing skills

82) What is one of the advantages of a functional structure?

All employees report to one manager and have a clear chain of command.
All employees report to two or more managers, but project team members show loyalty to functional managers.
The organization is focused on projects and project work.
Teams are collocated.

83) You have been assigned to a project in which the objectives are to direct customer calls to an Interactive Voice Response system before being connected to a live agent. You are in charge of the media communications for this project. You report to the project manager in charge of this project and the VP of marketing, who share responsibility for this project. Which organizational structure do you work in?

Functional organization
Weak matrix organization
Projectized organization
Balanced matrix organization

84) You have been assigned to a project in which the objectives are to expand three miles of the north-south highway through your city by two lanes in each direction. You are in charge of the demolition phase of this project, and you report to the project manager in charge of this project. You have been hired on contract and will be released at the completion of the demolition phase. What type of organizational structure does this represent?

Functional organization
Weak matrix organization
Projectized organization
Balanced matrix organization

85) What are the five project management process groups, in order?

Initiation, Executing, Planning, Controlling, and Closing
Initiation, Controlling, Planning, Executing, and Closing
Initiation, Planning, Controlling, Executing, and Closing
Initiation, Planning, Executing, Controlling, and Closing   (page 131)

86) You have been assigned to a project in which the objectives are to expand three miles of the north-south highway through your city by two lanes in each direction. You are interested in implementing a new project process called design-build in order to speed up the project schedule. The idea is that the construction team will work on the first mile of the highway reconstruction at the same time the design team is coming up with plans for the third mile of the reconstructionrather than completing all design before any construction begins. This is an example of:

Managing the projects as a program
Fast tracking   (page 15)
Progressive elaboration
Collocation

87) During which project management process are risk and stake holder's ability to influence project outcomes the highest at the beginning of the process?

Planning
Executing
Initiation
Controlling

88) You are a project manager working on gathering requirements and establishing estimates for the project. Which process group are you in?

Planning
Executing
Initiation
Controlling

89) The distinguishing characteristics of a software product are _____

Cyclomatic complexity and cohesion   (page 118)
Function points and lines of code
All of the given
None of given

90) Insufficient identification is a

Technology-related problems
Process-related problems   (page 86)
People-related problems
Product-related problems

91) _____of the system is an effort to better understand data and control flow, functional processing, operational behavior, and information content.

Specifications
Design
Model   (page 96)
Evaluation and Synthesis

92) These all are Product Transition Factors except

Interoperability
Configurability
Expandability
Testability   (page 121)

93) Inefficient project management style is a

Product-related problems
Technology-related problems
Process-related problems
People-related problems   (page 86)

94) Software design is actually a multi step process that focuses on distinct attributes of a program, these are:

Data structure, and Software architecture
Interface representations, and procedural detail
Both of given   (page 107)
None of given

95) Software requirements analysis may be divided into_____ areas of effort.

4
5   (page 93)
6
7

96) _____contains an analysis of what went wrong, what went right, and what you could have done better in the software project.

Prepare closedown report   (page 81)
Identify learning
Identify reusable software components
Create reference material

97) Project Quality Management includes the --------------- required to ensure that the project will satisfy the needs for which it was undertaken

Time
Cost
Processes   (page 39)
None of the given

98) -------------- completion and settlement of the contract, including resolution of any open items.

Contract Administration
Source Selection
None of the given
Contract Closeout   (page 42, 141)

99) ---------------managing the relationship with the seller.

Source Selection
None of the given
Contract Closeout
Contract Administration   (page 42, 140)

100) Decisions also have a --------------------- element to them—the "right" decision may not be the "best" decision if it is made too early or too late.

Cost
Quality
Time   (page 34)
None of the given

101) -----------is the ability to encourage by "push or pull" technical people to produce to their best ability.

Evaluating
Motivation   (page 47)
None of the given
Monitoring

102) Unproductive work environment is a

Technology-related problems
Process-related problems
People-related problems   (page 86)
Product-related problems

103) Strong leadership motivation may sound an obvious trait for a --------------------.

Leader   (page 46)
Manager
Specialist
None of the given

104) We can classify the problems that affect software projects into _____ categories.

3
4   (page 85)
5
6

105) Technology-related problems include _____

Overestimated savings from reusable components and new tools and methods
Switching tools in mid way
Integrating different software products in cross-platform implementation
All of given   (page 89)

106) The check-in and checkout facilities provide_____

Best control
Component control
SCI control
Synchronization control   (page 114)

107) McCall (MCC77) and his colleagues proposed some software quality factors based on most important aspects of a software product:

Product operation
Product revision and
Product transition
All of the given   (page 120)

108) Synchronization control helps to ensure that parallel changes performed by two different people do _____.

Not overwrite one another   (page 114)
Overwrite one another
May overwrite one another
None of given

109) The code generation step performs the task

Translated specification into a machine-readable form
Translated design into a machine-readable form   (page 108)
Translated requirements into a machine-readable form
Translated user data into a machine-readable form

110) Before requirements can be analyzed, modeled, or specified they must be gathered through a/an _____

Elicitation process   (page 98)
Interviewing
Meeting
None of given

111) The quality of software is said to be high if it meets the,

Standards, defined for the product
Procedures, defined for the product
Standards and procedures, defined for the product   (page 118)
Design defined for product

112) A baseline version _____

Have a short life
Can be assigned version numbers 3.2
Tested and certified version of a system   (page 115)
Survive only during bug fixing

113) Efficiency with which a program runs on different platforms or operating systems is reusability.

True
False

114) All of the following are types of project closures or endings except:

Addition   Integration   **Verification**   Extinction

4 Formal types of project ending:
Addition, Starvation, Integration, Extinction

115) The primary focus of _____ is to ensure that the final software product offers all the functionality and performance that the customer wanted.

Training test
User acceptance test   (page 80)
Implementation test
Support test

116) Ineffective project sponsorship by management is a:

Technology-related problems
Process-related problems
People-related problems   (page 85)
Product-related problems

117) Both the software engineer and customer take an active role in software requirements engineering-a set of activities that is often referred to as

Analysis (page 92)
Specification
Design
System acceptance

118) Which of the following is not true?

It is important to select the best people for jobs and then instruct them in the best methods
The team leader need not assess the training needs of his team members
It is good to improve productivity by encouraging reuse of existing software components (Not Sure)
It would be good if the employees consider work as natural as rest or play and they like it

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Question No: 1   (Marks: 1)   - Please choose one
_____ identifying which quality standards are relevant to the project and determining how to satisfy them.
   ► **Quality Planning   (page 139)**
   ► Communications Planning
   ► Organization Planning
   ► Staff Acquisition

Question No: 2   (Marks: 1)   - Please choose one
These all are outputs of Initiating Process except
   ► Project Manager Assignments
   ► Constraints
   ► **Selection Criteria (page 134)**
   ► Assumptions

Question No: 3   (Marks: 1)   - Please choose one
Project management processes can be organized into _____ groups
   ► Four
   ► **Five (page 131)**
   ► Six
   ► Seven

Question No: 4   (Marks: 1)   - Please choose one

Product quality depends on its conformance to _____
- ► Software requirements
- ► Development standards
- ► Implicit requirements
- ► **All of given (page 119)**

Question No: 5   (Marks: 1)   - Please choose one

_____is the technical kernel of software engineering
- ► **Design (page 107)**
- ► Implementation
- ► Requirements analysis
- ► Testing

Question No: 6   (Marks: 1)   - Please choose one

Mode of specification has a great impact on quality of solution. Forcing SWE to work with incomplete, inconsistence, or misleading specifications result in frustration and confusion affecting:

- ► Quality
- ► Timeliness and
- ► Completeness of SW product
- ► **All of given (page 103)**

Question No: 7   (Marks: 1)   - Please choose one

Finally, the specification includes a _____
- ► Bibliography
- ► Appendix
- ► **Both Bibliography and Appendix (page 103)**
- ► Reference

Question No: 8   (Marks: 1)   - Please choose one

Cognitive model describes a system as perceived by its _____

- ► **User community (page 103)**
- ► Developer
- ► Top level management
- ► Manager

Question No: 9   (Marks: 1)   - Please choose one

A review of the *Software Requirements Specification* is conducted by _____

    ► Software developer
    ► Customer
    ► **Both the software developer and the customer (page 106)**
    ► Top level management

Question No: 10   (Marks: 1)   - Please choose one

A meeting is conducted at a _____ and attended by both software engineers and customers.

    ► Software engineer site
    ► **Neutral site (page 100)**
    ► Customer site
    ► Company site

Question No: 11   (Marks: 1)   - Please choose one

The model serves as the basis for the creation of _____ for the Software.
    ► Design
    ► Maintenance
    ► Testing
    ► **Specifications (page 95)**

Question No: 12   (Marks: 1)   - Please choose one

Throughout evaluation and solution synthesis, the analyst's primary focus is on
    ► **"What, not "how." (page 95)**
    ► Model
    ► Evaluation and Synthesis
    ► Specification

Question No: 13   (Marks: 1)   - Please choose one

In problem evaluation area of effort, once problems have been identified, the _____determines what information is to be produced by the new system and what data will be provided to the system.

    ► **Analyst (page 97)**
    ► Designer
    ► Coder
    ► Manager

Question No: 14   (Marks: 1)   - Please choose one

Requirements are refined and analyzed to assess their clarity, completeness, and_____

► Correctness

► **Consistency (page 93)**

► Concurrency

► None of given

Question No: 15   (Marks: 1)   - Please choose one

A software project that meets all the stated objectives is a success of _____

► Project quality

► Project fundamental purpose

► **Project management myth (page 82)**

► Project requirement

Question No: 16   (Marks: 1)   - Please choose one

All of the following describe the activity list except:

► **It's an extension of the WBS (page 62)**

► It include all activities of the project

► It describe the WBS update

► It include a description of project activities

Question No: 17   (Marks: 1)   - Please choose one

Software project are carried out sequentially and that each phase is completed before the next is taken up.

► The Prototyping Model

► The Incremental Model

► **The Waterfall model (page 67)**

► The Spiral model

Question No: 18   (Marks: 1)   - Please choose one

Project management is a _____of constant communication and negotiation.

► Process

► **Concept (page 57)**

► Practice

► None of given

Question No: 19   (Marks: 1)   - Please choose one

These all are design phase activities except

    ► Output Design

    ► Input Design

    ► The software test plan (page 16)
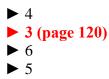
    ► Software Selection

Question No: 20   (Marks: 1)   - Please choose one

Which organization has set the de facto standards for project management techniques?

    ► PMBOK
    ► PMI **(page 154)**
    ► PMA
    ► PMO

Question No: 21   (Marks: 1)   - Please choose one

McCall (MCC77) and his colleagues proposed some software quality factors based on _____ most important aspects of a software product:

    ► 4
    ► 3 (page 120)
    ► 6
    ► 5

Question No: 22   (Marks: 1)   - Please choose one

The model serves as a foundation for software design and as the basis for the creation of _____ for the Software.

    ► Design
    ► Maintenance
    ► Testing
    ► Specifications (page 95)

Question No: 23   (Marks: 1)   - Please choose one

A 'facilitator' controls the meeting can be _____.

    ► Customer
    ► A developer
    ► An outsider
    ► All of the given (page100)

Question No: 24   (Marks: 1)   - Please choose one

Cognitive model describes a system as perceived by its _____.

    ► User Community (page103)
    ► Developer
    ► Top level Management
    ► Manager

Question No: 25   (Marks: 1)   - Please choose one

Upon evaluating current problems and desired information (input and output), the analyst begins to _____.

    ► Synthesize solutions (page 94)
    ► Model
    ► Specification
    ► All of the Given

Question No: 26   (Marks: 1)   - Please choose one

These all are Product Revision Factors except.

    ► Usability (page 121)
    ► Maintainability
    ► Flexibility
    ► Testability

Question No: 27   (Marks: 1)   - Please choose one

Foundational design concepts are.

    ► Information Hiding
    ► Abstraction
    ► Inheritance
    ► All of the given (page 107)

Question No: 28   (Marks: 1)   - Please choose one
The US DOD (1988) defines software quality rather simply as:

► **The ability of a software product to satisfy its specified requirements. (Page 118)**
► "An inherent or distinguishing characteristic or a property"
► "Quality is in the eye of the beholder, a matter, of the client's judgment."
► All of the given

Question No: 29   (Marks: 1)   - Please choose one
—defining and refining objectives and selecting the best of the alternative courses of action to attain the objectives that the project was undertaken to address

► Initial Process
► **Planning Process (page 131)**
► Executing Process
► Controlling Process

Question No: 30   (Marks: 1)   - Please choose one
When you build a product or system, it's important to go through a series of predictable steps – a road map that helps you create a timely, high-quality result, The road map that you follow is called —

► Software Design
► **Software Process (page 10)**
► Software schedule
► Framework

Question No: 31   (Marks: 1)   - Please choose one
Each process is described by:

► Inputs
► Outputs
► Tools & Techniques
► **All of the given (page 131)**

Question No: 32   (Marks: 1)   - Please choose one

McCall (MCC77) and his colleagues proposed some software quality factors based on _____ most important aspects of a software product:

► 4
► **3 (page 120)**
► 6
► 5

Question No: 33   (Marks: 1)   - Please choose one

— ensures that appropriate steps to follow the product development procedures are carried out

► Quality Management
► Design
► **Process monitoring (page 123)**
► Quality control

Question No: 34   (Marks: 1)   - Please choose one

Cognitive model describes a system as perceived by its _____

► **User community (page 103)**
► Developer
► Top level management
► Manager

Question No: 35   (Marks: 1)   - Please choose one

Synchronization control helps to ensure that parallel changes performed by two different people do_____.

► **Not overwrite one another (page 114)**
► Overwrite one another
► May overwrite one another
► None of given

Question No: 36   (Marks: 1)   - Please choose one
These all are Product Transition Factors except.

    ► Interoperability
    ► Configurability
    ► Expandability
    ► Testability (page 121)

Question No: 37   (Marks: 1)   - Please choose one
To control versions, you can use _____.

    ► Version Control File
    ► Version Control Register (page 111)
    ► Version Control Authority
    ► All of the given

Question No: 38   (Marks: 1)   - Please choose one
The Introduction of the software requirements specification states the

    ► Goals
    ► Objective
    ► Design
    ► Goals and objectives of the software (page 104)

Question No: 39   (Marks: 1)   - Please choose one
The British Standards Institution (1986) has stated the quality as

    ► The ability of a software product to satisfy its specified requirements
    ► "An inherent or distinguishing characteristic or a property"
    ► "Quality is in the eye of the beholder, a matter, of the client's judgment." (Page 118)
    ► All of the given

Question No: 40   (Marks: 1)   - Please choose one
The check-in and checkout facilities provide_____

    ► Best control
    ► FTR control
    ► SCI control
    ► Synchronization control (page 114)

Question No: 41   (Marks: 1)   - Please choose one

A baseline version _____

    ► Have a short life

    ► Can be assigned version numbers 3.2

    ► Tested and certified version of a system (page 115)

    ► Survive only during bug fixing

Question No: 42   (Marks: 1)   - Please choose one

You can use the Item Traceability Matrix to identify _____ at the end of each phase

    ► SCIs (page 110)
    ► SCM
    ► Design
    ► Construction

Question No: 43   (Marks: 1)   - Please choose one

Defined scope is a

    ► Technology-related problems
    ► Product-related problems (page 89)
    ► Process-related problems
    ► People-related problems

Question No: 44   (Marks: 1)   - Please choose one

Software requirements engineering is a process of all except

    ► Discovery
    ► Refinement
    ► Design (page 92)
    ► Specification

Question No: 45   (Marks: 1)   - Please choose one

The model serves as the basis for the creation of _____ for the Software.

► Design
► Maintenance
► Testing
► **Specifications (page 95)**

Question No: 46   (Marks: 1)   - Please choose one

Most software project manager's practice a lot of management techniques that are of doubtful authenticity are called

► Project management tools
► **Project management myths (page 81)**
► Project management thumb rules
► Project management fundamentals

Question No: 47   (Marks: 1)   - Please choose one

The Introduction of the software requirements specification states the

► Goals
► Objective
► Design
► **Goals and objectives of the software (page 104)**

Question No: 48   (Marks: 1)   - Please choose one

The quality of software is said to be high if it meets the

► Standards, defined for the product
► Procedures, defined for the product
► **Standards and procedures, defined for the product (page 118)**
► Design defined for product

Question No: 49   (Marks: 1)   - Please choose one

Both the software engineer and customer take an active role in software requirements engineering-a set of activities that is often referred to as Requirement:

► Managing
► Recognition
► **Analysis (page 92)**
► Modeling

Question No: 50   (Marks: 1)   - Please choose one

The Efficiency with which a program runs on different platforms or operating systems is called :

► **Portability (page 121)**
► Reusability
► Configurability
► Interoperability

Question No: 51   (Marks: 1)   - Please choose one

Efficiency with which a program runs on different platforms or operating systems is Reusability

► True
► **False (page 121)**

Question No: 52   (Marks: 1)   - Please choose one

_____ is a software engineering task that bridges the gap between system level requirements engineering and software design.

► Cost Analysis
► Design analysis
► Risk analysis
► **Requirements analysis (page 93)**

Question No: 53   (Marks: 1)   - Please choose one

_____ is path finding_____, is path following

► **Leadership, Management (page 45)**
► Leader, Leadership
► Management, Leadership
► Manager, Management

Question No: 54   (Marks: 1)   - Please choose one

_____ theory when the deliverables of a project are more important than its phases.
This normally happens when the deliverables are decided before the project begins.
Select correct option

► Project life-cycle-based
► Scheduled
► **Deliverable-based (page 277)**
► None of given

Question No: 55   (Marks: 1)   - Please choose one

Predecessor activities need to _____ before the next can begin. After a predecessor
activity is completed, the successor activity becomes the predecessor for another activity.
Select correct option:

► Start
► Scheduled
► **End page (page 297)**
► None of given

Question No: 56   (Marks: 1)   - Please choose one

Each _____ can be subdivided into sub tasks.

► Program
► **Task (page 275)**
► Project
► None of given

Question No: 57   (Marks: 1)   - Please choose one

Using PERT and CPM, _____ , helps you complete a project on time. By using these
techniques, you can determine the latest time by when an activity should start to be
completed on time.

► Individually
► Combination
► **Individual and Combine (page 296)**
► None of given

Question No: 58   (Marks: 1)   - Please choose one

Over the course of the project, a comparison of the due date and the date delivered provides a metric for how well deliverable dates are _____ by the project team.
Select correct option:

► **Met (page 274)**
► Scheduled
► Changed
► None of given

Question No: 59   (Marks: 1)   - Please choose one

Risk analysis and management are a series of steps that help a software team to understand and manage _____.

► **Uncertainty (page 305)**
► Crises
► Problem
► None of given

Question No: 60   (Marks: 1)   - Please choose one

A node on a network schedule is that point in time at which an activity _____.

► Begins
► Ends
► **Begins or Ends (page 297)**
► None of given

Question No: 61   (Marks: 1)   - Please choose one

To _____risks from occurring, the project team prepares the risk plan before the commencement of the project.

► **Avoid (page 312)**
► Deal
► End Manage
► None of given

Question No: 62   (Marks: 1)   - Please choose one

The first activity in risk analysis is risk management.

► True
► **False (page 73)**

Question No: 63   (Marks: 1)   - Please choose one

During the Implementation phase the software modules are coded and initial unit tests are performed.

► True
► **False**