

ANSWER SHEET FOR MULTIPLE CHOICE QUESTIONS – PART A
BACHELOR OF SOFTWARE ENGINEERING
DEPARTMENT OF ELECTRICAL & COMPUTER ENGINEERING
THE OPEN UNIVERSITY OF SRI LANKA



ECI6260 – SOFTWARE PROJECT MANAGEMENT

FINAL EXAMINATION: 2011/2012

DATE: 11-03-2012

TIME: 0930 – 1230 hrs

INDEX NO: _____

Use "X" to mark correct choice

Attach this answer script with your PART B answer scripts

1.	a	b	c	d
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2.	a	b	c	d
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3.	a	b	c	d
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4.	a	b	c	d
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5.	a	b	c	d
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6.	a	b	c	d
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7.	a	b	c	d
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8.	a	b	c	d
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9.	a	b	c	d
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10.	a	b	c	d
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THE OPEN UNIVERSITY OF SRI LANKA

Faculty of Engineering Technology
Department of Electrical & Computer Engineering
Bachelor of Software Engineering

**FINAL EXAMINATION – (2011/2012)****ECI6260 – Software Project Management****CLOSED BOOK EXAM**

Time Allowed: 3 hours

Date: 11th March 2012**Time: 0930 – 1230 hours****INSTRUCTIONS TO CANDIDATES**

1. This question paper contains ten questions in **PART A** and five questions in **PART B** on 5 pages.
2. Answer **ALL** questions in **PART A** and use attached MCQ answer sheet
3. Attach this MCQ answer sheet with your *PART B* answer scripts.
4. Answer **any FOUR** questions from **PART B**.
5. State your assumptions (if any) clearly

Continued...

PART A:**Answer ALL questions**

1. Which of the following is likely to be part of an operation?
 - a. Providing electricity to a community
 - b. Designing an electrical grid for a new community
 - c. Building a new dam as a source for electricity
 - d. Informing the public about changes at the electrical company

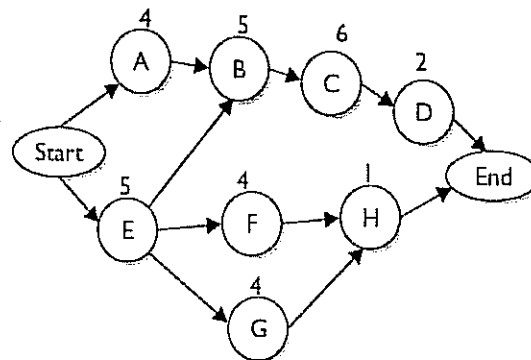
2. You are the project manager of the Speaker Design Project. Your project sponsor wants to know why you believe the planning process will last throughout the project. Of the following, which is the best answer?
 - a. You are not very familiar with speakers and will have to revisit the planning process often.
 - b. The design of a new product requires planning throughout the closing process.
 - c. The design of any project should allow the project manager and the project team to revisit the planning phase as needed.
 - d. All processes within a project are iterative.

3. Of the following, which is the most important person involved with a project?
 - a. The project manager
 - b. The project sponsor
 - c. The CEO
 - d. The customer

4. Of the following management skills, which will a project manager use most?
 - a. Leading
 - b. Communication
 - c. Influencing the organization
 - d. Negotiations

5. You are the project manager for your organization. Influencing your organization requires which of the following?
 - a. An understanding of the organizational budget
 - b. Research and documentation of proven business cases
 - c. An understanding of formal and informal organizational structures
 - d. Positional power

6. Of the following, which is the logical order of the project management processes?
- Initiating, planning, controlling, executing, closing
 - Planning, initiating, controlling, executing, closing
 - Initiating, planning, executing, controlling, closing
 - Planning, initiating, executing, closing
7. The primary purpose of your project plan is:
- To define the work to be completed to reach the project end date.
 - To define the work needed in each phase of the project life cycle.
 - To prevent any changes to the scope.
 - To provide accurate communication for the project team, project sponsor, and stakeholders.
8. A project team member has asked you what a scope statement is. Which of the following is a characteristic of a scope statement?
- Defines the baseline for project acceptance
 - Defines the requirements for each project within the organization
 - Defines the cost, schedule, and quality metrics
 - Defines the functional managers assigned to the project
9. You are the project manager for a project with the following network diagram. Studying the diagram, which path is the critical path?



- ABCD
 - EBCD
 - EFH
 - EGH
10. You are the project manager for the Floor Installation Project. Today, you plan to meet with your project team to ensure the project is completed with no deviations from the project requirements. This process is which of the following?
- Quality planning
 - Quality management
 - Quality control
 - Quality assurance

PART B:**Answer any FOUR questions****Question 1**

- (a) What does it mean to say that a project has succeeded? [2 Marks]
- (b) Explain **three** ways of dealing with poor estimates. [6 Marks]
- (c) One effective way to track a project's cost and schedule is by taking a graphical approach.
- (i) Name **two** graphical approaches for tracking such progress of a project. [2 Marks]
- (ii) What is the main limitation of taking such graphical approach to project management? [2 Marks]
- (d) A particular software development project has 2 phases: the first phase had a budgeted cost of \$100,000 and has already been completed at a cost of only \$90,000. The second and final phase also had a budgeted cost of \$100,000. This phase is now 50% complete, at a cost of \$60,000.
- (i) What is the earned value, the budgeted cost of work performed (BCWP) for the project as a whole? [2 Marks]
- (ii) What is the actual cost of work performed (ACWP)? [2 Marks]
- (iii) What is the value of the cost performance index (CPI) or burn rate? [2 Marks]
- (iv) What is your estimate of the final project cost at completion (EAC)? [2 Marks]

Question 2

- (a) List **three** ways in which a project may fail and for each, suggest how the problem might be avoided. [9 Marks]
- (b) Assume that you have started a project but have encountered the problem of a lack of experience or technical proficiency within the team.
- (i) State **three** reasons for bringing in expert temporary help. [3 Marks]
- (c) Describe **three** problems associated with bringing in expert temporary help. [6 Marks]
- (d) What are the **two** commonly used approaches for building a sense of team identity by developing an effective personal touch? [2 Marks]

Question 3

- (a) Define the term *risk* and explain why all projects face risks. [2 Marks]
- (b) Why is the management of risk an important concern in project management? [4 Marks]
- (c) Explain the converse relationship between risk and information. [4 Marks]
- (d) What are the categories of risk that could arise in a project and are they all manageable? [4 Marks]
- (e) Outline briefly the processes of risk management and their deliverables. [6 Marks]

Question 4

- (a) Define a Project? [4 Marks]
- (b) Name and describe elements of a project charter [6 Marks]
- (c) List 3 types of organizations and describe pros and cons of organizations [10 Marks]

Question 5

- (a) What are the **two** commonly used approaches for building a sense of team identity by making the team as tangible as possible? [4 Marks]
- (b) In your own words, explain what are self-managed teams? How are self-managed teams different from traditional work teams? [6 Marks]
- (c) You have just been appointed as a Project Manager for Project 'eBizCom'. You notice cliques in the project team and reticence from the project team in offering feedback. What should you do to develop the team? [5 Marks]
- (d) List *five* characteristics of a project manager. [5 Marks]

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