



Gestion de projets

3eme année

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EXAMEN FINAL DE GESTION DE PROJETS

Durée 02H00 – Documents et calculatrices interdits

Project Management Fundamentals

"Aligned with international PMI – CAPM certification standards"

1. A project is defined (as per PMI – PMBOK) as:
 - a. A process of considerable scope that implements a plan
 - b. A group of ideas managed in a coordinated way to obtain a desired outcome
 - ☒ c. A temporary endeavor undertaken to create a unique product or service
 - d. A collection of activities with a beginning and an end
 - e. A series of tasks or functions that must be completed by a certain date
2. A program is defined (as per PMI- PMBOK) as:
 - ☒ a. A group of projects managed in a coordinated way to obtain benefits not available from managing them individually
 - b. A number of subprojects divided into manageable components enabling a project team to ensure the completion of a desired outcome
 - c. A project plan developed by key management personnel to obtain a desired outcome
 - d. The means to subdivide the project into manageable segments
 - e. The framework project management uses to ensure the completion of projects
3. Which document formally authorize a project?
 - a. Project sponsor document
 - ☒ b. Project charter
 - c. The preliminary scope statement
 - d. The project contract

4. The Time Management are is mainly responsible of:
- a. Accelerate the project
 - b. Finish the project on time**
 - c. Terminate the project before reaching its final milestone
 - d. Avoid delays
5. All are primary responsibilities of a project manager except:
- a. Achievement of objectives
 - b. Team motivation, resolving issues
 - c. Deliver project on time and within budget
 - d. Develop the business case and the feasibility study**
6. Which skills project manager mostly use to handle many challenges that occur during project execution?
- a. Technical
 - b. Costing
 - c. Organization skills
 - d. Leadership**
7. Monitoring shall lead to all the following EXCEPT:
- a. Communicate status to everyone
 - b. Compare actual Vs plan
 - c. Explain variances
 - d. Develop final reports**
8. Deliverables acceptance criteria are components of which document?
- a. Charter**
 - b. Lessons learned
 - c. Warranty
 - d. Continuous improvement plan
9. All are characteristics of a project charter except:
- a. It enables commitment to a project
 - b. Set solution direction
 - c. Design the project scope**
 - d. Define top level objectives
10. Project management produces only the product, service and deliverables. Project records, documents and outputs do not fall under project management.
- a. True
 - b. False**

11. Conflict Management is a tool and technique of which process?

- a. Develop team
- b. Acquire team
- c. Manage team
- d. Plan Human Resource Management

12. Forming, storming, norming, performing and adjourning are stages of which method?

- a. Conflict Management methods
- b. Tuckman method
- c. Communications methods
- d. Staff assignments methods

13. In which process group does the project team transfer responsibility, document results, release resources, document lessons learned?

- a. Initiating
- b. Planning
- c. Executing
- d. Monitoring and controlling
- e. Closing

14. Which of the following would be the most appropriate thing to do during the initiating process group?

- a. Create a detailed description of the project deliverables
- b. Get familiar with the company culture and structure as it relates to the project
- c. Determine the performance measurement
- d. Ensure that all the project management processes are complete

15. Which of the following statement best describes the estimate activity resources process?

- a. Identifying and documenting relationships among the project activities
- b. Identifying the specific actions to be performed to produce the project deliverables
- c. Estimating the number of work periods needed to complete individual activities
- d. Estimating the type and quantities of material, people, equipment or supplies to perform each activity

16. Which estimating technique is best to use if you know the standard usage rate of a resource (such as installer can pull 40 feet of cable per hour)?

- a. Parametric estimating
- b. Three-point estimating
- c. Analogous estimating
- d. Monte carlo estimating

17. Which of the following is an OUTPUT to determine budget process?

- a. Basis of estimates
- b. Cost baseline**
- c. Risk register
- d. Contracts

18. A manufacturing project has a schedule performance index (SPI) 0.89 and a cost performance index (CPI) 0.91. Generally, what is the BEST explanation for why this occurred?

- a. The scope has changed**
- b. A supplier went out of business and a new one needed to be found
- c. Additional equipment needed to be purchased
- d. The project needs more labor hours to complete

19. A cost performance index (CPI) of 0.78 means:

- a. At this time, we expect the total project to cost 78 percent more than planned
- b. When the project is completed we will have spent 78 percent more than planned
- c. The project is only progressing at 78 percent of the rate planned
- d. The project is only getting 78 cents out of every dollar invested**

20. A schedule performance index (SPI) of 0.75 means:

- a. You are over budget
- b. You are ahead of schedule
- c. You are only progressively at 75 percent of the rate originally planned**
- d. You are only progressing at 25 percent of the rate originally planned

21. Continuous Improvement is the basis of:

- a. Communication management
- b. Schedule management
- c. Quality management**
- d. Scope management

22. Pareto chart helps the project manager:

- a. Focus on the most critical issues to improve quality**
- b. Focus on simulating thinking
- c. Explore a desired future outcome
- d. Determine if a process is out of control

23. All of the following are examples of the cost of non-conformance EXCEPT:

- a. Rework
- b. Testing
- c. Scrap
- d. Warranty costs

24. A control chart helps the project manager:

- a. Focus on the most critical issues to improve quality
- b. Focus on simulating thinking
- c. Explore a desired future outcome
- d. Determine if a process is functioning within limits

25. Quality is:

- a. Meeting and exceeding the customer expectations
- b. Adding extras to make the customer happy
- c. The degree to which the project meets requirements
- d. Conformance to management's objectives

26. Resource breakdown structure RBS is:

- a. An output of the human resource plan
- b. Is a tool of resource planning
- c. Is an output of activity resource estimating
- d. Is an output collect requirements

27. What does a resource histogram show that a responsibility assignment matrix does not?

- a. Time
- b. Activity
- c. Interrelationships
- d. The person in charge of each activity

28. Precedence diagram method PDM is a tool of which process?

- a. define activities
- b. sequence activities
- c. develop schedule
- d. estimate activity duration

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29. Which estimating technique is the best choice if you know that it is a risky activity whose duration can change between a happy scenario to a worse one, where you know also its most possible duration?

- a. Analogous estimating
- b. Parametric estimating
- c. Three-point estimating
- d. Historical analysis estimating

30. Inceptional skills, Training, Team building activities, reward and recognition are examples of methods and tools for which process?

- a. Human resource planning
- b. Acquire project team
- c. Develop project team
- d. Manage project team

31. An organization comprised by a full time project manager with moderate project authority and a full-time project management administrative staff is an example of what type of structure?

- a. Functional
- b. Weak matrix
- c. Strong matrix
- d. Projectized

32. Which subsidiary plan /component documents how the organization will achieve the quality objectives for the project?

- a. Quality management plan
- b. Quality baseline
- c. Quality process checklist
- d. Process improvement plan

33. Which one is an output of control quality?

- a. Project management plan
- b. Quality metrics
- c. Quality checklists
- d. Quality control measurements

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34. During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:

- a. Change management process
- b. Scope management
- c. Quality analysis
- d. Scope decomposition

35. Define activity is a process of which knowledge area?

- a. Human resource management
- b. Activity Management
- c. Scope management
- d. Time Management

36. List three characteristics of Operation Mode VS Project Mode :

OPERATION	PROJECT
a. Continuous	Unique
b. Repetitive	Temporary
c. Stable - Quo	Product based

37. All are responsibilities of the Project Management Office PMO except:

- a. Plan training for Project Managers
- b. Develop project management methods, procedures, templates , tools
- c. Supervise, assess and evaluate the work of project managers
- d. Manage the daily work of all projects

38. Identify stakeholders and develop project charter correspond to which process group?

- a. Planning
- b. Controlling
- c. Executing
- d. Initiating

39. Work performance information is a very common OUTPUT of the processes of which group?

- a. Planning
- b. Executing
- c. Initiating
- d. Closing
- e. Controlling

40. Exercise

Number of Points to install = 1000 Points

Total Duration = 50 days

The rate of installing = 20 Points per day

The cost of installing = \$10 per Point

The total cost of installing = \$10,000

After 10 days:

We must install 10×20 Points per day = 200

We have installed 180 points instead

And each point cost us 12\$ instead of 10\$

How are we doing in schedule? Calculate SV & SPI

How are we doing in budget? calculate CV & CPI

What was the initial budget at completion?

Using the CPI, what would be the expected total cost EAC?

Using SPI, what would be the expected total duration?

Calculate Estimate to complete? ETC

Calculate variance at completion VAC