



جامعة الأمير سطام بن عبدالعزيز  
Prince Sattam Bin Abdulaziz University

College of Computer Engineering and Science

**EXAMINATION FOR INTERNAL STUDENTS (Midterm Examination # 2)**

For the following qualifications:

B.Sc.

**Project Management IS (IS3641)**

DATE April 17, 2016  
TIME 08:00 – 09:00 AM  
TIME ALLOWED 60 MINUTES  
Total Pages 06 Pages

During this examination, you must not have in your possession, any books, presentation slides, calculator, pencil case, mobile phone or other material/item which has not been authorized for the exam or specifically permitted as noted above. Any material or item on your desk, chair or person will be deemed to be in your possession. You are reminded that possession of unauthorized materials in an exam is a discipline offence

**INSTRUCTIONS TO CANDIDATES**

- ✓ Make sure your Name and ID are on the Exam Booklets used.
- ✓ ALL answers are to be written in the Exam Booklet.
- ✓ The exam is worth 20% of the overall assessment for this course.
- ✓ This examination is marked out of 20.
- ✓ Read questions carefully and answer each parts of the questions

Question	/20	Mark
1	4	
2	6	
3	3	
4	2	
5	5	
<b>Total</b>		20

<b>Question # 1</b>	<b>Encircle the correct answer:</b> (0.5 mark for each correct answer)	<b>0.5*8 = 04 Points</b>
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- 1) Top-down estimates are most likely to occur during the \_\_\_\_\_ phase.
  - a) **Concept**
  - b) Planning
  - c) Execution
  - d) Delivery
  - e) All of these are equally likely
- 2) The accuracy of top-down estimates will typically be in the range of
  - a) Minus 50% to plus 50%
  - b) Minus 0% to plus 75%
  - c) **Minus 20% to plus 60%**
  - d) Minus 35% to plus 35%
  - e) Minus 10% to plus 30%
- 3) Reasons why estimating time and cost are important include all of the following except:
  - a) To schedule work
  - b) To determine how long the project should take and cost
  - c) To develop cash flow needs
  - d) To determine how well the project is progressing
  - e) **All of the above are valid reasons**
- 4) The first step in creating the necessary information to manage a project is to
  - a) Establish project priorities
  - b) **Define the project scope**
  - c) Verify the budget available
  - d) Assign team members to work on the project
  - e) Determine the required completion date
- 5) An expected output over the life of a project would be classified as
  - a) **A deliverable**
  - b) A product
  - c) An end object
  - d) An objective
  - e) A target
- 6) The highest element in the hierarchical breakdown of the WBS is
  - a) A work package
  - b) Sub deliverables
  - c) A cost account
  - d) Major deliverables

- e) The project
- 7) A good project management system provides for defining the interface between the project team and the organization in all the following areas *except*
- Authority
  - Allocation of resources
  - Development of project team members
  - Integration of the project into the organization
  - All of these are provided
- 8) In which of the following is the balance of authority strongly in favor of the functional managers?
- Weak matrix
  - Balanced matrix
  - Strong matrix
  - Strong
  - Both C and D are correct
- 9) Project has an established objective.
- True
  - False
- 10) Once an organization has established its mission, strategy and its implementation can begin.
- True
  - False
- 11) Uncertain events that planning can overcome and control is called Risk in a Project
- True
  - False

<b>Question # 2</b>	<ul style="list-style-type: none"> <li>What are the relative <i>advantages</i> and <i>disadvantages</i> of the <u>functional</u>, <u>matrix</u>, and <u>dedicated</u> team approaches to managing projects?</li> </ul>	<b>2+2+2 = 06 Points</b>
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Functional Team Approach	
Advantages	Disadvantages

<ul style="list-style-type: none"> <li>• There is no radical alteration in basic structures of the parent organization.</li> <li>• Maximum flexibility in use of staff within functional units.</li> <li>• In-depth expertise can be brought to bear on specific components of the project.</li> <li>• Normal career paths can be maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of project focus.</li> <li>• Poor cross-functional integration</li> <li>• Slow</li> <li>• Lack of project ownership</li> </ul>
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Matrix Team Approach	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Flexible utilization of resources across projects and functional duties.</li> <li>• Project focus is provided by having designated project manager.</li> <li>• Specialists maintain ties with their functional group.</li> <li>• Balances project prerogatives with technical requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Tension between functional and project managers can lead to dysfunctional conflict.</li> <li>• Can create a more stressful work environment due to conflicting demands from different superiors.</li> <li>• Decision making can get bogged down as agreements have to be negotiated between project managers and functional managers.</li> </ul>

Dedicated Team Approach	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Does not disrupt basic structure of the parent organization.</li> <li>• Concentration project focus.</li> <li>• Projects tend to get done quickly.</li> <li>• Strong cross-functional integration.</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive creation of project manager role and duplication of effort across projects.</li> <li>• Dilemma of what to do with people once the project is over.</li> <li>• Technical expertise limited to the people on the team.</li> <li>• We/the attitude between project team and rest of the organization that inhibits integration of the project with mainstream operations.</li> </ul>

<b>Question # 3</b>	<ul style="list-style-type: none"> <li>• What are the six elements of a typical scope statement? (<i>Project Scope Checklist</i>)</li> </ul>	<b>03 Points</b>
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A project scope statement is a useful tool to outline the project's deliverables and identify the constraints, assumptions and key success factors. The well-written scope statement clearly defines the boundaries of a project.

1. Project objective
2. Deliverables
3. Milestones
4. Technical requirements
5. Limits and exclusions
6. Reviews with customer

<b>Question # 4</b>	▪ <b>Define and Explain <u>Work Breakdown Structure</u> (WBS)?</b>	<b>02 Points</b>
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- A hierarchical outline (map) that identifies the products and work elements involved in a project.
- Defines the relationship of the final deliverable (the project) to its sub-deliverables, and in turn, their relationships to work packages.
- Best suited for design and build projects that have tangible outcomes rather than process-oriented projects.

<b>Question # 5</b>	▪ <b>Why are accurate estimates critical to effective project management?</b>	<b>05 Points</b>
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- Without accurate time and cost estimates project control is ineffective. Inaccurate estimates can make the difference between profit and loss.
- Time and cost estimates are major inputs to project planning.
- Project control is completely dependent on accuracy of estimates.
- Estimates are needed to support good decisions.
- Estimates are used to determine project duration and cost.
- Estimates are used to develop cash flow needs.
- Estimates are used to develop time-phased budgets and establish the project baseline.
- Absence of estimates results in inaccuracies which result in time and cost under/overruns.
- The activity of estimating reduces error.

## Why Estimating Time and Cost Are Important

- To support good decisions.
- To schedule work.
- To determine how long the project should take and its cost.
- To determine whether the project is worth doing.
- To develop cash flow needs.
- To determine how well the project is progressing.
- To develop time-phased budgets and establish the project baseline.