



[Visit Suncam.com for more courses](http://www.suncam.com)

Continuing Education Course #030
How your projects will go wrong
(and what to do about it)

1. A project

- a. is a finite activity.
- b. is defined by a beginning and an end.
- c. has a limited budget and schedule.
- d. is a onetime only enterprise.
- e. All of the above

2. Peat Marwick studies found that ___ of software and hardware projects fail.

- a. 35%
- b. 45%
- c. 55%
- d. 65%
- e. 75%

3. A Project Manager should avoid conflict.

- a. True
- b. False

4. Scope creep is

- a. unavoidable.
- b. natural response to poor requirements.
- c. a symptom of poor project management.
- d. all of the above
- e. none of the above

5. Project Management is a leader intensive undertaking.

- a. True
- b. False

6. Research conducted by Connie Gersick found that "group norms" are established within ___ in a team's first meeting.

- a. 5-10 minutes
- b. 10-20 minutes
- c. 30-40 minutes
- d. 60-90 minutes

7. The Fram Oil Filter commercial was used to illustrate the need for

- a. equipment maintenance
- b. milestone scheduling

- c. team development
 - d. financial planning
8. Undertaking a project in a shaky economy is an example used to illustrate the concept of "Setting ourselves up to fail".
- a. True
 - b. False
9. Requirements analysis asks the question:
- a. Am I the right person for this project?
 - b. Will this project generate a profit?
 - c. Do I have the capability to do this project?
 - d. None of the above
10. Complete the phrase; "If you don't take my estimates seriously,..."
- a. I will not give you serious estimates."
 - b. the project will finish late and over budget."
 - c. I cannot guarantee the outcome."
 - d. you should get a new estimator."
 - e. there is no point in doing estimates."
11. What percentage of the project life cycle involves planning as opposed to execution.
- a. 5-10%
 - b. 10-20%
 - c. 20-30%
 - d. 30-40%
 - e. 40-50%
12. As a project manager, the secret to stakeholder management is to keep everyone
- a. happy with the work
 - b. away from the project
 - c. minimally irritated with you
 - d. in the dark
13. The project tracking method that relates time to cost is:
- a. S-Curves
 - b. Milestone analysis
 - c. Tracking Gantt charts
 - d. All of the above
 - e. None of the above
14. A negative variance in S-Curve analysis means:
- a. The project is late
 - b. The project is running more efficiently than expected
 - c. Either of the above
 - d. Neither of the above
15. The project tracking method that relates time to performance is:
- a. S-Curves
 - b. Tracking Gantt charts

- c. Both of the above
- d. Neither of the above

16. Which of the following is a proactive means of tracking project status?

- a. S-Curves
- b. Milestone analysis
- c. Tracking Gantt charts
- d. Earned Value
- e. All of the above
- f. None of the above

17. In Federal contracts which of the following "Earned Value" terms is most commonly used to measure project performance?

- a. Planned value (PV)
- b. Earned value (EV)
- c. Actual cost of work performed (AC)
- d. Schedule performance index (SPI) and cost performance index (CPI)

Use Earned Value and the following data to answer the next 4-questions:

Your project was originally estimated to take 90-weeks to complete.

At the end of the 80th-week the planned value is \$40-million, the earned value is \$36-million and the actual cost of work performed is \$45-million.

18. What is the "Schedule Performance Index" (SPI) for your project?

- a. 0.889
- b. 0.9
- c. 1.111
- d. 1.125
- e. None of the above

19. Your project is calculated to finish:

- a. 11 weeks late
- b. 10 weeks late
- c. on time
- d. 9 weeks early
- e. 10 weeks early

20. What is the "Cost Performance Index" (CPI) for your project?

- a. 1.25
- b. 0.9
- c. 0.8
- d. 0.75
- e. None of the above

21. Your estimated cost to completion is:

- a. \$44-million
- b. \$46-million
- c. \$48-million

- d. \$50-million
- e. \$52-million

22. In Earned Value Management, the 0/100 rule requires managers to select an activity completion percentage between 0% and 100%.

- a. True
- b. False

23. Which of the following are NOT examples of “counter-intuitively counterproductive countermeasures” for getting a project back on schedule?

- a. Work overtime on the late activity
- b. Assign more people to the late activity
- c. Assign extra people to future activities

24. Projects exist to give us the maximum ability to be:

- a. Agile
- b. Creative
- c. Responsive
- d. Efficient
- e. Effective
- f. All of the above

25. Lessons learned meetings should answer the following question EXCEPT:

- a. What did we do right
- b. What did we do wrong
- c. Who is to blame for failures

[Purchase this course on Suncam.com](http://Suncam.com)