INTERNATIONAL DIPLOMA IN LOGISTICS AND TRANSPORT

PROJECT MANAGEMENT

DIP15

FEBRUARY 2023

SUPPLEMENTARY EXAMINATION

Instructions to Candidates

- Duration of examination: **3 hours**
- **Answer SECTION A: Answer ALL QUESTIONS (Compulsory consists of 40 multiple choice questions each question is 1 mark) and any other 3 Questions in Section B**
- Questions may be answered in any order
- Allocation of marks is indicated along each question
- Credit will be given for citing relevant examples
- Write legibly

_____

SECTION A Multiple Choice Questions Compulsory

1. You have been asked by your project manager to help create a chart that illustrates the project resources that will be working on each work package. What would be the best type of chart to use?

A. Milestone chart

B. RACI chart

C. Project organization chart

D. WBS

2. A project involved team members situated in Arizona, Nebraska, NewYork, and Ireland. Which of the following activities becomes crucial in such a team environment?

A. Team-building

B. Status reporting

C. Conflict resolution

D. Communication planning

3. **You are managing a project. An audit team wants to know where they can find information on training plans for the project team members and certification requirements. This are in the:**

A. Resource Breakdown Structure

B. Staff Release Plan

C. Resource Management Plan

D. Communications Management Plan

4. You are managing a project and find you need to apply resource levelling. Which of the following tools can help you identify resources that are over allocated?

A. Resource Assignment Matrix

B. Network diagram

C. Resource Histogram

D. Resource Breakdown Structure

5. Which of the following PMBOK processes produces a project stakeholder engagement plan?

A. Identify Stakeholders

B. Plan Stakeholder Engagement

C. Plan Communications Management

D. Manage Stakeholder Engagement

6. _____ is performed on risks that have been prioritized by the Perform Qualitative Risk Analysis process as potentially and substantially impacting the project's competing demands.

A. Perform Risk Cost Analysis

B. Perform Risk Exposure Analysis

C. Perform Quantitative Risk Analysis

D. Perform Risk Outcome Analysis

7. Which of the following tools will help trace the requirements to product design?

A. Requirements traceability matrix

B. Design traceability matrix

C. Project scope statement

D. Product traceability matrix

8. If a project manager is concerned with gathering, integrating, and disseminating the

Outputs of all project management processes, she should concentrate on improving the:

A. work breakdown structure

B. Communication management plan

C. Project Management Information system

D. Scope management plan

9. To obtain support for the project throughout the performing organization, it's BEST if the project manager:

A. Ensures there is a communications management plan.

B. Correlates the need for the project to the organization's strategic plan.

C. Connects the project to the personal objectives of the sponsor.

D. Ensures that the management plan includes the management of team members.

10. As the Project Manager for Midway Carnival Rides, you are beginning the

Define Scope process. Which of the following is a key input to this process?

A. Project Scope Statement

B. Expert Judgment

C. Project Charter

D. WBS

11. Which of the following processes belong to the planning process group?

A. Identify Stakeholders

B. Manage Stakeholder Engagement

C. Plan Stakeholder Engagement

D. Monitor Stakeholder Engagement

12. RACI stands for_____, _____, _____,

_____.

A. Review, Analyse, Calculate, Implement

B. Responsible, Actual, Complete, Informative

C. Roles, Activities, Costs, Instructions

D. Responsible, Accountable, Consult, Inform

13. Which of the following stakeholder analysis techniques is recommended when you need to analyze project stakeholders based on their power, urgency, and legitimacy?

A. Salience model

B. Power/interest grid

C. Power/influence grid

D. Influence/impact grid

14. Company procedures require the creation of a lessons learned document. Which of the following is the BEST use of lessons learned?

A. Historical records for future projects

B. Planning record for the current project

C. Informing the team about what the project manager has done

D. Informing the team about the project management plan

15. Lessons learned are best completed by:

A. The Project Manager

B. The Project team

C. The Sponsor

D. The Stakeholders

16. In which project management process group is the project team acquired?

A. Initiating

B. closing

C. Planning

D. Executing

17. The project deliverables are created in which project management process group?

A. Executing

B. Planning

C. Closing

D. Initiating

18. What term defines the work needed to deliver a product, service, or result?

A. Product scope

B. Scope creep

C. Scope verification

D. Project scope

19. During a weekly status meeting, a team member suggests adding a component to the project. As the project manager, you maintain that all focus should stay on the current scope and not on any enhancements. Focusing on the current scope is an example of:

A. Gold-plating

B. Scope verification

C. Scope management

D. Change control

20. The person who should be in control of the project during project execution is the:

A. Project manager.

B. Team member.

C. Functional manager.

D. Sponsor.

21. The project sponsor has just signed the project charter. What is the next thing to do?

A. Begin to complete work packages

B. Validate scope

C. Start integrated change control

D. Start to create management plans

22. The detailed project schedules have just been determined. What project management process group are you in?

A. Initiating

B. Planning

C. Executing

D. Monitoring and controlling

23. The BEST time to assign a project manager to a project is during:

A. Integration

B. Project selection

C. Initiating

D. Planning

24. A project manager gets a call from a team member notifying him that there is a variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrants a response, he is in which part of the project management process?

A. Initiating

B. Planning

C. Executing

D. Monitoring and controlling

25. During a team meeting, a team member asks about the measurements that will be used on the project to assess performance. The team member feels that some of the measures related to activities assigned to him are not valid measurements. The project is BEST considered to be in what part of the project management process?

A. Closing

B. Monitoring and controlling

C. Executing

D. Initiating

26. Which of the following is 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 they relate to the project

C. Identify the root cause of problems

D. Ensure all project management processes are complete

27. Which of the following is neither an input nor an output of the Direct and Manage Project Work process?

A. Approved change requests

B. Change requests

C. Approved deliverables

D. Deliverables

28. Which project management process group generally takes the MOST project time and resources?

A. Planning

B. Design

C. Integration

D. Executing

29. Which of the following is true about risks?

A. A risk may have one or more causes, and, if it occurs, may have one or more effects.

B. A risk usually has a single cause and, if it occurs, may have one or more effects.

C. A risk usually has a single cause and, if it occurs, usually has a single effect.

D. A risk usually has more than one cause, and if it occurs, usually has a single effect.

30. The first phase of your project has come to an end. What is the MOST important thing to ensure is done BEFORE beginning the next phase?

A. Verify that the resources are available for the next phase.

B. Check the project's progress compared to its baselines.

C. Confirm that the phase has reached its objectives, and have its deliverables formally accepted.

D. Recommend corrective action to bring the project results in line with project expectations.

31. During which process group does the team measure and analyze the work being done on the project?

A. Initiating

B. Executing

C. Monitoring and controlling

D. Closing

32. Which process groups must be included in every project?

A. Planning, executing, and closing

B. Initiating, planning, and executing

C. Initiating, planning, executing, monitoring and controlling, and closing

D. Planning, executing, and monitoring and controlling

33. Which of the following is the MOST appropriate thing to do in project closing?

A. Work with the customer to determine acceptance criteria

B. Collect historical information from previous projects

C. Confirm all the requirements in the project have been met

D. Gain formal approval of the management plans

34. Which process group focuses on completing the requirements of the project?

A. Initiating

B. Planning

C. Executing

D. Closing

35. All of the following occur during the planning process group EXCEPT:

A. Develop Project Charter

B. Create WBS

C. Estimate Costs

D. Sequence Activities

36. A market demand, a business need, and/or legal requirements are examples of:

A. Reasons to hire a project Manager

B. Reasons projects are initiated

C. Reason people or businesses become stakeholders

D. Reasons to sponsor a project

37. Which of the following is incorrect regarding a bidders conference?

A. Questions from each seller should be handled confidentially and not shared with other sellers

B. No bidders should receive preferential treatment, even if they are part of the company's existing list of approved suppliers

C. Bidder conferences should not involve individual face-to-face meetings

D. All prospective sellers should be allowed to have a common understanding of the procurement

38. The need for----- is one major driving forces for communication in a project.

A. Optimization

B. Integrity

C. Integration

D. Differentiation

39. Why are the approved change requests input to the Direct and Manage Project Work process?

A. The project team may reject approved change requests during the Direct and Manage Project Work process

B. Approved change requests are implemented by the project team during the

Direct and Manage Project Work process

C. The project team monitors approved change requests during the Direct and Manage Project Work process

D. The project team reviews approved change requests during the Direct and Manage Project Work process

40. When it comes to changes, the project manager's attention is BEST focused on:

A. Making changes

B. Tracking and recording changes

C. Informing the sponsor of changes

D. Preventing unnecessary changes

SECTION B

Answer any THREE questions

Question 1

'Project management requires the components needed to define and implement projects and to deliver the products (or outputs) that bring a project to a successful conclusion'. Examine the seven basic project components.   **[20 marks]**

Question 2

Explain the Critical Path Analysis (CPA) and its application in project management.

[20 marks]

Question 3

Discuss the rationale for monitoring, control and evaluation in all the stages of project life cycle?   **[20 marks]**

Question 4

Using practical examples, justify the importance of applying a robust Project Risk Management approach in managing projects of any size in the Transport and Logistics Industry.   **[20 marks]**