



**SIR ARTHUR LEWIS COMMUNITY COLLEGE
ACADEMIC YEAR (2024/2025) - SEMESTER TWO
END OF SEMESTER EXAMINATION**

COURSE CODE : MGT226
COURSE TITLE : Introduction to Project Management
LECTURER(S) : Alvinus Melius
DATE : May 5, 2025
TIME : 9 a.m.
DURATION : 1 hr
STUDENT ID # : _____

GENERAL INFORMATION AND INSTRUCTIONS

- Students must sign **IN** and **OUT** on the examination class list.
- Write your ID number on the question paper.
- This paper has 40 questions (40 marks).
- Choose the best answer for each questions.

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

Instruction: Circle the letter of the correct answer on the answer sheet provided.

1. A series of activities to create a unique product or service by a specific date is best described as:
 - A. A program
 - B. An operation
 - C. A project
 - D. A subproject

2. Which of the following is most likely an ongoing operation (not a project)?
 - A. Providing electricity to a community
 - B. Designing an electrical grid for a new subdivision
 - C. Building a new dam to serve as a power source
 - D. Developing a marketing campaign for a product launch

3. Progressive elaboration in project management is best illustrated by which example?
 - A. Breaking the project work into small, manageable tasks at the start
 - B. Taking a project from concept through completion in gradual steps
 - C. Moving a project from concept to a finalized budget in one step
 - D. Identifying business needs before a project is chartered

4. Projects are initiated in response to:
 - A. Stakeholder pressure
 - B. Business needs
 - C. Technological obsolescence
 - D. All of the above

5. Project scope is:
 - A. All the features and functions that a product will have
 - B. A narrative description of project deliverables and objectives
 - C. The work required to deliver a product with the specified features and functions
 - D. The list of activities to be completed during the project

6. Which of the following best describes a *program* in project management?
 - A. A single long-term project with multiple phases
 - B. A collection of small unrelated projects
 - C. A collection of related projects managed in a coordinated way
 - D. A routine set of operational tasks performed annually

7. Who is primarily responsible for overseeing multiple related projects and ensuring they collectively meet the organization's goals?
 - A. Project sponsor
 - B. Program manager
 - C. Portfolio board
 - D. Project management office (PMO)

8. Managing a group of projects and programs in alignment with strategic objectives is called:
 - A. Project portfolio management
 - B. Program management
 - C. Operations management
 - D. Organizational process management

9. Which of the following is *not* one of the traditional “triple constraints” (iron triangle) of project management?
- A. Scope
 - B. Quality
 - C. Time (schedule)
 - D. Cost (budget)
10. According to PMI’s framework, how should a project manager apply project management processes to a project?
- A. Apply all processes from the PMBOK Guide to every project, regardless of size or type
 - B. Tailor and use only the processes appropriate for that specific project
 - C. Only use processes if the project sponsor specifically requests them
 - D. Focus on the Initiating and Planning processes and omit others if the timeline is short
11. What term refers to a tangible, verifiable work product produced as a result of project execution?
- A. Milestone
 - B. Deliverable
 - C. Activity
 - D. Work package
12. Before a project is formally approved, an organization might conduct which of the following to determine if the project is worthwhile and achievable?
- A. A feasibility study
 - B. A lessons learned session
 - C. A risk audit
 - D. A performance review
13. What is a key difference between a standard and a regulation in the context of project management?
- A. Standards are always industry-specific, whereas regulations are not
 - B. Adherence to standards is optional, while adherence to regulations is mandatory
 - C. Regulations are set by the project team, standards are set by external bodies
 - D. Standards focus on quality, whereas regulations focus on budget and schedule
14. Which of the following is an example of an enterprise environmental factor that can influence project success?
- A. Past project lessons learned documents
 - B. The organization’s change control procedures
 - C. The time zone differences and cultural norms of project team members
 - D. The project management plan
15. A smaller project that is part of a larger overarching project is known as a:
- A. Phase
 - B. Program
 - C. Portfolio
 - D. Subproject
16. Breaking down the project deliverables into smaller, more manageable components is done during the creation of the:
- A. Project Charter
 - B. Work Breakdown Structure (WBS)
 - C. Network Diagram
 - D. Project Schedule

17. A Responsibility Assignment Matrix (RAM), such as a RACI chart, is a tool used to:
- A. Assign project team members to cost accounts
 - B. Link project deliverables to the project's objectives
 - C. Map specific tasks to the responsible, accountable, consulting, and informed parties
 - D. Schedule resources across multiple projects in a program
18. In which project management process group is the most time and money typically spent?
- A. Initiating
 - B. Planning
 - C. Executing
 - D. Closing
19. A project manager has been leading a project for six months, but the team still lacks enthusiasm and support for the project. What is the BEST step the project manager can take?
- A. Re-evaluate the effectiveness of the reward and recognition system being used
 - B. Replace team members who are not supportive
 - C. Escalate the lack of support to the project sponsor and let them handle it
 - D. Assign additional work to team members to increase their engagement
20. In a functional organization structure, if a conflict arises between a project manager and a functional manager about project priorities, the project manager should:
- A. Adhere to the functional manager's decisions, as the functional manager has greater authority in a functional organization
 - B. Take over decision-making since the project manager is ultimately responsible for the project
 - C. Escalate the conflict to the PMO immediately
 - D. Stop the project work until an agreement is reached in writing
21. In a weak matrix organization (weak functional matrix), who typically has full authority over the project budget and resources?
- A. The project manager
 - B. The functional manager
 - C. The project management office (PMO)
 - D. The client or customer
22. Project team members are shared across multiple projects in a matrix environment. In a matrix organization with a PMO, project team members will primarily report to:
- A. The project manager of each project they are working on
 - B. The functional manager of their department
 - C. The Project Management Office director
 - D. The most senior project manager among the projects
23. Which project management knowledge area is responsible for processes such as risk identification, risk analysis, and risk response planning?
- A. Project Integration Management
 - B. Project Risk Management
 - C. Project Quality Management
 - D. Project Scope Management
24. At what point in a project is the likelihood of failing to meet the project's objectives the highest?
- A. At the very start of the project
 - B. At the midpoint of the project
 - C. As the project nears completion
 - D. It remains the same throughout the project

25. As a general rule, when is the risk of project failure lowest, but the impact/consequence of any failure highest?
- A. During the initiating stage of the project
 - B. In the middle of the project execution
 - C. During the final stages of the project
 - D. Risks and impacts are equal in all phases
26. Your project is ahead of schedule and under budget during the user acceptance test. However, the customer refuses to accept the product unless several changes are made. What should you do?
- A. Implement the changes since you have budget and time available
 - B. Evaluate the cost of the changes and, if within the remaining budget, implement them without further ado
 - C. Ask the customer to submit a formal change request for evaluation through change control
 - D. Review the project scope statement with the customer and explain that the project is complete as is
27. At the beginning of a project, the level of costs and demand for resources is generally:
- A. High, because all project work is starting
 - B. Low, since only planning and setup activities are occurring
 - C. Steady throughout the project
 - D. Unpredictable until the project is fully planned
28. During which part of a project are stakeholders able to make changes to the scope at the lowest cost?
- A. At the very start of the project
 - B. Midway through project execution
 - C. During the final phase of the project
 - D. After project closure
29. The end of a project phase (phase gate) is often used to decide:
- A. Which team members to roll off the project
 - B. Whether to continue to the next phase, modify the project, or terminate it
 - C. Whether to fast-track or crash the remaining project schedule
 - D. How to reward the project team for phase completion
30. Which of the following is an example of a *positive* stakeholder for a construction project?
- A. A neighborhood group protesting the project
 - B. A customer eagerly awaiting the project's deliverable
 - C. A competitor launching a rival project
 - D. A government inspector monitoring compliance
31. What is a potential consequence of ignoring stakeholders who have a negative attitude toward the project?
- A. The project will automatically succeed since their input is not needed
 - B. The project may suffer or even fail due to unmanaged opposition or concerns
 - C. Those stakeholders will eventually support the project on their own
 - D. It will have no effect; negative stakeholders have no real influence
32. All of the following statements about the project life cycle are true EXCEPT:
- A. The project life cycle divides a project into phases from start to finish
 - B. Each phase of the project life cycle produces deliverables for the next phase
 - C. The project life cycle identifies who is involved in each phase
 - D. The project life cycle determines the exact cost of each phase in advance

33. Which of the following lists the project management process groups in the correct chronological order?
- A. Initiating, Planning, Executing, Monitoring and Controlling, Closing
 - B. Initiating, Executing, Planning, Monitoring and Controlling, Closing
 - C. Planning, Initiating, Executing, Controlling, Closing
 - D. Initiating, Planning, Executing, Controlling, and then repeating Planning
34. Continuously refining and detailing the project management plan as more information becomes available is known as:
- A. Scope creep
 - B. Rolling wave planning
 - C. Fast tracking
 - D. Configuration management
35. A project kick-off meeting is usually conducted to:
- A. Formally introduce and orient the project team and announce the project manager's authority
 - B. Review the final project report with the sponsor and stakeholders
 - C. Train team members on the project management software to be used
 - D. Celebrate the end of the planning phase and start of execution
36. Which document formally authorizes a project and grants the project manager the authority to apply organizational resources to project activities?
- A. Project Business Case
 - B. Project Charter
 - C. Project Management Plan
 - D. Statement of Work (SOW)
37. Which activity is typically performed during the Closing phase of the project?
- A. Defining the project scope and objectives
 - B. Obtaining formal acceptance of the project deliverables and documenting lessons learned
 - C. Performing risk assessments for future uncertainties
 - D. Revising the project management plan for the next phase
38. A project can meet its scope, schedule, and budget targets and still be considered a failure if:
- A. It was completed using a different methodology than initially planned
 - B. Key stakeholders are unsatisfied with the project outcomes
 - C. The project team had to work overtime to meet the targets
 - D. Minor changes were made without following formal change control
39. Who is the person that provides the financial resources, support, and championing for the project, and is accountable for enabling its success?
- A. Project manager
 - B. Project sponsor
 - C. Program director
 - D. Client/customer
40. Which of the following is NOT a characteristic of a project?
- A. Temporary endeavor (has a definite beginning and end)
 - B. Creates a unique product, service, or result
 - C. Ongoing and repetitive work
 - D. Involves uncertainty and risk

END OF EXAMINATION