



GUST Gulf University  
Since 1991 For Science & Technology

Student Name

Course Number

MGMT 331

Section

1

Date

07 - February

20

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### Important Marking Instructions

(A) (B) (●) (D) (E)

- Make marks that fill bubbles completely
- Example
- Erase unwanted marks cleanly
- Make no stray marks on this form

### Test Items

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|----------------------------|--------------------------|------------------------|------------------------|
| 1 (A) (B) (●) (D) (E)      | 21 (A) (B) (C) (D) (●)   | 41 (A) (B) (C) (D) (E) | 61 (A) (B) (C) (D) (E) |
| 2 (●) (B) (C) (D) (E)      | 22 (A) (B) (C) (D) (●)   | 42 (A) (B) (C) (D) (E) | 62 (A) (B) (C) (D) (E) |
| 3 (A) (B) (●) (D) (E)      | 23 (A) (B) (C) (D) (●)   | 43 (A) (B) (C) (D) (E) | 63 (A) (B) (C) (D) (E) |
| 4 (A) (B) (C) (●) (E) A    | 24 (A) (B) (●) (D) (E)   | 44 (A) (B) (C) (D) (E) | 64 (A) (B) (C) (D) (E) |
| 5 (A) (B) (●) (D) (E) A    | 25 (A) (B) (C) (D) (●)   | 45 (A) (B) (C) (D) (E) | 65 (A) (B) (C) (D) (E) |
| 6 (●) (B) (C) (D) (E)      | 26 (A) (●) (C) (D) (E)   | 46 (A) (B) (C) (D) (E) | 66 (A) (B) (C) (D) (E) |
| 7 (A) (B) (C) (D) (●)      | 27 (A) (B) (●) (D) (E) A | 47 (A) (B) (C) (D) (E) | 67 (A) (B) (C) (D) (E) |
| 8 (A) (●) (C) (D) (E)      | 28 (A) (B) (C) (D) (●) C | 48 (A) (B) (C) (D) (E) | 68 (A) (B) (C) (D) (E) |
| 9 (A) (●) (C) (D) (E) or C | 29 (A) (B) (●) (D) (E)   | 49 (A) (B) (C) (D) (E) | 69 (A) (B) (C) (D) (E) |
| 10 (A) (B) (C) (●) (E)     | 30 (A) (●) (C) (D) (E) A | 50 (A) (B) (C) (D) (E) | 70 (A) (B) (C) (D) (E) |
| 11 (A) (B) (C) (D) (●)     | 31 (A) (B) (C) (D) (E)   | 51 (A) (B) (C) (D) (E) | 71 (A) (B) (C) (D) (E) |
| 12 (A) (●) (C) (D) (E) A   | 32 (A) (B) (C) (D) (E)   | 52 (A) (B) (C) (D) (E) | 72 (A) (B) (C) (D) (E) |
| 13 (●) (B) (C) (D) (E)     | 33 (A) (B) (C) (D) (E)   | 53 (A) (B) (C) (D) (E) | 73 (A) (B) (C) (D) (E) |
| 14 (A) (B) (●) (D) (E)     | 34 (A) (B) (C) (D) (E)   | 54 (A) (B) (C) (D) (E) | 74 (A) (B) (C) (D) (E) |
| 15 (A) (●) (C) (D) (E) A   | 35 (A) (B) (C) (D) (E)   | 55 (A) (B) (C) (D) (E) | 75 (A) (B) (C) (D) (E) |
| 16 (A) (●) (C) (D) (E)     | 36 (A) (B) (C) (D) (E)   | 56 (A) (B) (C) (D) (E) | 76 (A) (B) (C) (D) (E) |
| 17 (A) (B) (●) (D) (E)     | 37 (A) (B) (C) (D) (E)   | 57 (A) (B) (C) (D) (E) | 77 (A) (B) (C) (D) (E) |
| 18 (●) (B) (C) (D) (E) D   | 38 (A) (B) (C) (D) (E)   | 58 (A) (B) (C) (D) (E) | 78 (A) (B) (C) (D) (E) |
| 19 (A) (B) (C) (D) (●)     | 39 (A) (B) (C) (D) (E)   | 59 (A) (B) (C) (D) (E) | 79 (A) (B) (C) (D) (E) |
| 20 (A) (B) (C) (D) (●)     | 40 (A) (B) (C) (D) (E)   | 60 (A) (B) (C) (D) (E) | 80 (A) (B) (C) (D) (E) |

Name:



Student ID:



**MGMT331 – Project Management – In-class test 1 (sections 1 and 52)**

**Duration: 60 minutes – weighting: 20%**

**Closed book – only writing materials permitted – use scantron sheet and write in spaces provided**

**Section I (30 marks): Multiple Choice Questions – Select the best answer.**

28/5

30

- 1) The traditional competing constraints on a project are:
  - a) Time, cost and profitability.
  - b) Resources required, sponsorship involvement and funding.
  - c) Time, cost and quality.
  - d) Calendar dates, facilities available and funding.
  - e) Functional managers, technology and time.
  
- 2) Which of the following is not part of the definition of a project?
  - a) Repetitive activities.
  - b) Constraints.
  - c) Consumption of resources.
  - d) A well-defined objective.
  - e) None of the above (all items above come in the definition).
  
- 3) Which of the following is usually not part of the criteria for project success?
  - a) Customer satisfaction.
  - b) Customer acceptance.
  - c) Meeting at least 75% of specification requirements.
  - d) Time and scope.
  - e) Quality and cost.
  
- 4) Which of the following is not, speaking strictly, a benefit flowing from using formal project management?
  - a) Flexibility in the project's end date.
  - b) Improved risk management.
  - c) Improved cost estimating.
  - d) Tracking of project's execution.
  - e) Improved customer relationship.

- 5) The person(s) responsible for freeing up the resources requires for the project to progress to completion is (are):
- a) The project sponsor.
  - b) The project manager.
  - c) The line managers. *functional*
  - d) The HR manager.
  - e) Members of the project management office.
- 6) Conflicts between the project managers and functional managers are most often resolved by:
- a) The project sponsor.
  - b) The project manager.
  - c) The line managers.
  - d) The HR manager.
  - e) Members of the project management office.
- 7) Which of the following is true?
- a) Project management makes it possible to accomplish more work in less time and with less people.
  - b) Project management provides better control of scope changes.
  - c) Project management allows to work closer with customers.
  - d) Project management provides a means for problem solving.
  - e) All of the above.
- 8) Which of the following is true?
- a) Project management creates organizational instability and increases conflicts.
  - b) Project management makes the organization more efficient and effective.
  - c) Project management increases the amount of scope changes.
  - d) Project management is only for large projects.
  - e) All of the above.
- 9) Important phases in a project life-cycle include:
- a) Initiation, growth, plateau and closure.
  - b) Initiation, planning, execution and closure. *B or C*
  - c) Initiation, execution, control and closure.
  - d) Initiation, planning, execution and liquidation.
  - e) Initiation, execution, plateau and control.
- 10) Secondary factors of project success include:
- a) Time, cost and quality.
  - b) All the critical success factors.
  - c) Customer satisfaction and legal constraints.
  - d) Customer reference, follow-on work and technical superiority.
  - e) Technical compliance, ethical compliance and project team satisfaction.

- 11) A project is deemed to be a failure when:
- a) Planned achievements fall short of actual achievements.
  - b) Planned achievements fall short of ideal achievements.
  - c) Actual achievements fall short of ideal achievements.
  - d) Possible achievements fall short of actual achievement and ideal achievements.
  - e) Actual achievements fall short of planned achievements.
- 12) In which organizational form is the project structure aligned with the corporate structure?
- a) Pure functional (a.k.a. 'classic').
  - b) Pure matrix.
  - c) Pure project.
  - d) Balanced matrix.
  - e) None of the above: the project structure is never aligned with the corporate structure.
- 13) Advantages of the classic functional structure include:
- a) Flexibility and continuity in the use of manpower.
  - b) No one individual is directly responsible for the total project.
  - c) No customer focal point.
  - d) Coordination between actors remains simple.
  - e) Decisions often favour the strongest functional groups.
- 14) Disadvantages of the classic functional structure include:
- a) Policies, procedures and lines of responsibility are easily defined and understandable.
  - b) Each employee has one and only one person to report to. *adv*
  - c) No project-oriented emphasis is possible to accomplish complex tasks.
  - d) Personnel can be used on many different projects. *v*
  - e) Specialists can be grouped to share knowledge and responsibility. *v*
- 15) Advantages of a pure project structure include:
- a) Teams can maintain expertise on a given project without sharing key personnel.
  - b) There is a tendency to retain personnel on a project after they are needed.
  - c) The cost of maintaining project structure is rarely a problem. *v*
  - d) The career continuity and development of project personnel are easily addressed. *v*
  - e) Without strong functional groups, technical expertise is guaranteed. *v*
- 16) Disadvantages of a pure project structure include:
- a) Project personnel demonstrate loyalty to the project.
  - b) There is little opportunity for technical cross-fertilization between projects.
  - c) Project teams tend to react too quickly to a change of scope if required.
  - d) The project participants work directly for the project manager and not for the customer or sponsor.
  - e) All of the above.

17) Advantages of a matrix project structure include:

- a) The functional goals align with the project goals.
- b) Little time is spent in meetings and coordination tasks.
- c) Project team members have a 'home' and a career path after project completion.
- d) Functional managers operate according to their own set of priorities.
- e) There is no difficulty in monitoring and control.

18) Disadvantages of a matrix project structure include:

- a) Program costs are minimized because experts can be shared.
- b) Expert knowledge is available for all projects.
- c) Policies and procedures can be set up independently for each project.
- d) People do not feel they have any control over their own destiny because the continuously reporting to various managers. (Dual reporting)
- e) None of the above: matrix project structures have no major disadvantages.

19) Ideally, the project manager should be:

- a) A good accountant.
- b) Able to replace a functional manager if required.
- c) Someone who hardly ever delegates.
- d) Someone who is afraid of speaking in public.
- e) A generalist rather than a specialist.

20) Good project managers...

- a) rarely delegate and decide on the spot.
- b) say 'yes' often but explain why.
- c) write many memos and travel often.
- d) do all of the above.
- e) do none of the above.

21) Effective project managers ask themselves...

- a) can I do less?
- b) can I ask someone else to do what I am doing?
- c) am I working on the most important or urgent task?
- d) all of the above.
- e) none of the above.

- 22) Which of the following is true?
- a) Successful project management requires a good working relationship between project and line managers.
  - b) Successful project management requires that everyone involved in the project reports to only one boss.
  - c) Successful project management requires that people know from the day the project starts what they will do after the project is completed.
  - d) Successful project management requires that the project sponsor is also the project manager.
  - e) None of the above.
- 23) The project manager's role does not include activities necessary to:
- a) Develop the project's plan.
  - b) Execute the plan.
  - c) Make changes to the plan.
  - d) Control the execution of the plan.
  - e) None of the above (i.e., all activities above belong to the project manager's role).
- 24) Project managers do not manage relationships...
- a) Within the project team.
  - b) Between the project team and the functional organization.
  - c) Between the project team and senior management.
  - d) Between senior management and various external stakeholders.
  - e) All of the above: the project manager is not concerned with any of these relationships.
- 25) Which of the following belong to the role of the project sponsor rather than to the role of the project manager?
- a) What work will be done.
  - b) How the work will be done.
  - c) Who will do it.
  - d) Where it will be done.
  - e) How will the project be paid or financed.
- 26) Which of the following is normally not part of a project team member's role?
- a) Accepting responsibility for a deliverable.
  - b) Sharing information with the sponsor.
  - c) Sharing information with the team.
  - d) Completing the work at the earliest possible time.
  - e) None of the above (i.e. project members do all these things).

27) In which phase do project sponsors become most actively involved in a project?

- a) Initiation.
- b) Planning.
- c) Execution.
- d) Monitoring.
- e) Closure.

28) Which of the following is not part of the project sponsor's role?

- a) Conflict resolution.
- b) Priority-setting.
- c) Selection of project team members.
- d) Monitoring performance at a high level.
- e) Planning.

29) Which of the following is not usually an option for a project manager dealing with an incompetent worker?

- a) On-the-spot counselling.
- b) Re-assignment to less critical activities.
- c) Removal from the company.
- d) Removal from the project.
- e) Retraining.

30) Project team members often feel threatened by the possibility of the cancellation of the project.

In which organizational form is this threat the greatest?

- a) Pure project.
- b) Matrix.
- c) Traditional.
- d) Functional.
- e) Ad-hoc structure.

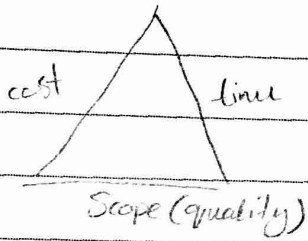
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Section II (10 marks) – Answer the following question:

1) What is the 'triangle' of project management? What does it represent? (3 marks)

The Triangle represent how to achieve project success and it include 3 important factors which are: time, cost, quality (scope), and it's represented in a triangle because, in order to achieve the <sub>project</sub> success all factors must be balanced.

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2) Contrast yesterday's views on project management with today's views. (3 marks)

① Project need more people to be achieved (yesterday's view), project makes it possible to progress with the least amount of people (today view). ② Project managment increase the amount scope changes (yesterday's view), Project managment provides better control of scope changes. (Today's view)

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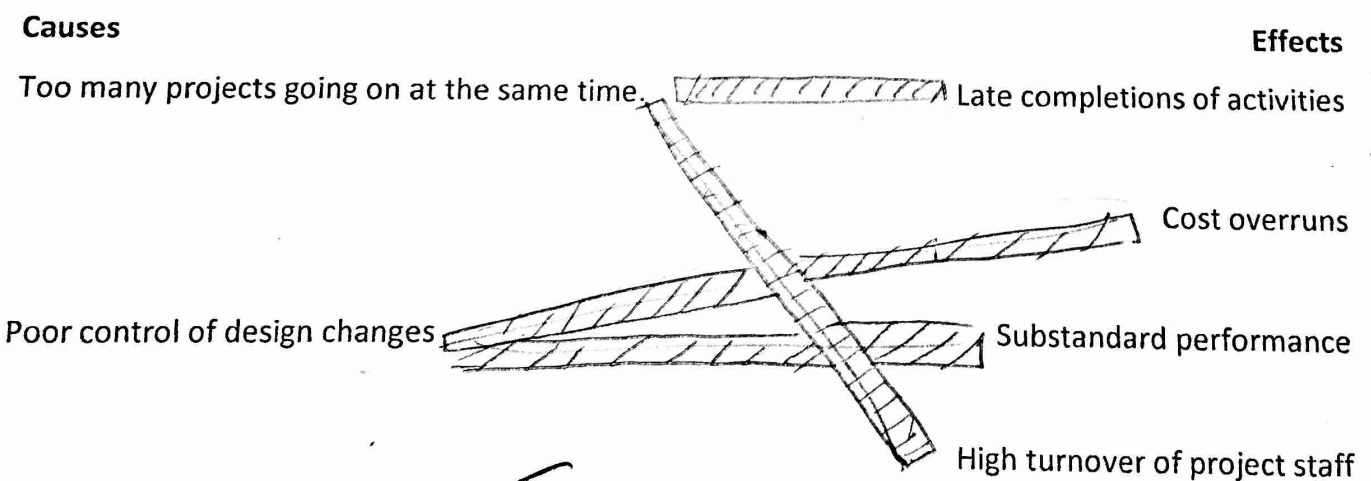


3) Is it possible for a project to be considered a success and a failure at the same time? Explain? (2 marks)

yes, it is possible for the project to be considered success & failure at the same time. An example of that is achieving the project success and with a highly cost. The failure here is the high cost as project manager must manage cost.

A

4) Connect the following causes with predictable, direct effects by drawing lines (2 marks)



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(end of test)