

# Informatik-Projektentwicklung

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Software Component Technology

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**ETH**

Eidgenössische Technische Hochschule Zürich  
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# Agenda for Today

## 13. Exam

13.1 Questions and Answers

13.2 Course Evaluation

13.3 Exam

# Project Lifecycle

Which of the following is a common characteristic of most project lifecycle descriptions?

- a. Cost and staffing are low at the start, higher towards the end of implementation, and drop rapidly as the project nears completion
- b. The probability of successfully completing the project is highest at the start of the project
- c. Stakeholders have the most influence on the final characteristics of the product at the end of the project
- d. Risk and uncertainty are lowest at the start of the project

# Project Lifecycle

Which of the following is NOT true about project lifecycles and project phases?

- a. Project phases within a project cycle are always sequential
- b. Project phases are marked by the completion of one or more deliverables
- c. The project lifecycle definition serves to define the beginning and end of a project
- d. The project lifecycle definition will determine whether the feasibility study is treated as the first project phase or as a separate, stand-alone project

# Project Management Lifecycle

When should the project manager be assigned?

- a. As early in the project as feasible
- b. Preferably before much project planning has been done
- c. At least prior to the start of project plan execution
- d. All of the above

# Project Initiation

A project charter is:

- a. A formal, approved document used to guide both project execution and project control
- b. A document issued by senior management that provides the project manager with the authority to apply organizational resources to project activities
- c. A narrative description of products and services to be supplied
- d. A document describing the organizational breakdown structure of the company

# Project Initiation

Assumptions are:

- a. Factors that influence the change control system
- b. Factors that limit the project management team's options
- c. Factors that are considered to be true, real, or certain
- d. Factors that influence the scope of the project

# Project Planning

Which of the following statements is NOT true about the WBS?

- a. The WBS indicates when certain activities are to be done
- b. The WBS is a hierarchical breakdown of the project deliverables
- c. The WBS represents the entire scope of the project
- d. The WBS shows both products and services

# Schedule Analysis

The float of an activity is determined by:

- a. The waiting time between tasks
- b. Lag
- c. The amount of time the activity can be delayed before it delays the critical path
- d. The amount of time the activity can be delayed before it delays one of its direct successor activities

# Schedule Analysis

The critical path in a schedule network is the path that:

- a. Takes the longest time to complete
- b. Must be done before any other tasks
- c. Allows some flexibility in scheduling start time
- d. Is not affected by schedule slippage

# Risk Management

During which step of risk management is a determination to transfer a risk made?

- a. Risk identification
- b. Risk quantification
- c. Risk response control
- d. Risk response planning

# Risk Management

Purchasing insurance is BEST considered an example of risk:

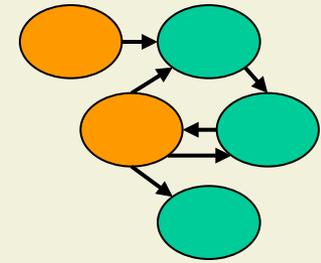
- a. Containment
- b. Transference
- c. Acceptance
- d. Avoidance

# Risk Management

Risk will be identified during which phase of the project management life cycle?

- a. Initiating
- b. Planning
- c. Executing
- d. All phases

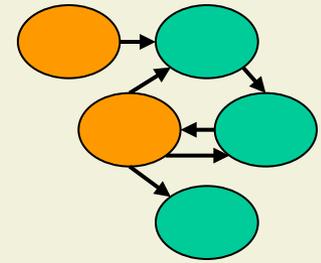
# Procurement Management



For which of the following procurement processes is a make-or-buy analysis used?

- Contract administration
- Procurement planning
- Solicitation
- Source selection

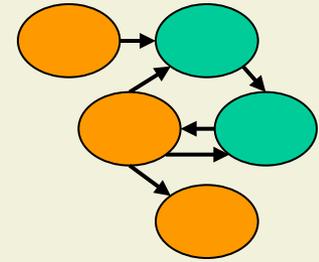
# Procurement Management



The primary objective of incentive clauses is to:

- a. Reduce costs for the buyer
- b. Help the seller control costs
- c. Synchronize objectives
- d. Reduce risk for the seller by shifting risk to the buyer

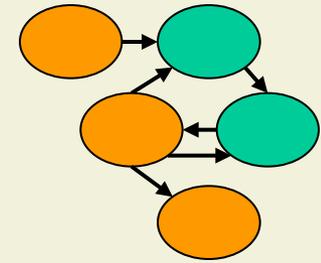
# Human Resources Management



An obstacle to team building in a matrix organization is that the:

- a. Team organization is technically focused
- b. Team members are borrowed resources and can be hard to motivate
- c. Teams are too centralized
- d. Teams are too large and therefore very hard to handle

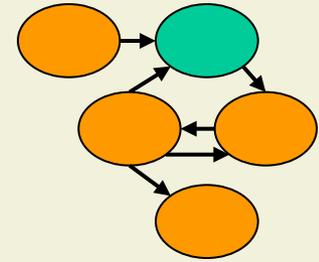
# Human Resources Management



A project manager has just been hired and is trying to gain the cooperation of others. What is the BEST form of power for gaining cooperation under these circumstances?

- a. Legitimate
- b. Referent
- c. Coercive
- d. Expert

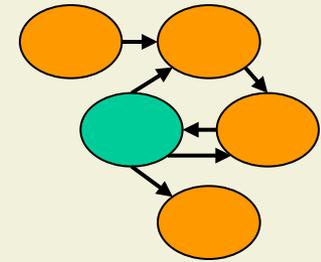
# Cost Management



## Analogous estimating:

- a. Uses bottom-up estimating techniques
- b. Is used most frequently during the execution phase of the project
- c. Uses top-down estimating techniques
- d. Uses actual detailed historical costs

# Cost Management



A Cost Performance Index of 0.89 means:

- At this time, we expect the total project to cost 89% more than planned
- When the project is completed we will have spent 89% more than planned
- The project is only progressing at 89% of that planned
- The project is only getting 89 cents out of every dollar invested

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# Vorlesungsthemen

1. Introduction
2. Legal Issues (guest lecture by Prof. C. A. Zehnder)
3. Project Life Cycle and Project Management Life Cycle
4. Project Initiation and Planning
5. Scheduling
6. Cost Management
7. Change and Risk Management
8. Organizational Aspects and HR Management
9. Team Building
10. Procurement Management

# Bearbeitungshinweise

- Fragen
  - **Eine richtige** Antwort pro Frage (die **BESTE** Möglichkeit)
  - Ein Punkt pro richtiger Antwort
  - **Keine Minuspunkte** für falsche Antworten
  - Sicher bestanden ab 20 Punkten
- Hilfsmittel
  - Erlaubt: Nicht-programmierbarer Taschenrechner
  - **Keine Unterlagen**
  - Keine anderen elektronischen Hilfsmittel
- Dauer: **45 Minuten**

# Bearbeitungshinweise II

- Ausfüllen der Prüfung
  - Markieren Sie die Fragen **deutlich und eindeutig**
  - Bearbeiten Sie **entweder** die englische **oder** die deutsche Fassung
  
- Empfehlung: Bearbeiten Sie die **englische** Version!

# Regeln für die Prüfung

- Sitzordnung: Im ganzen Hörsaal **verteilen**
- Legen Sie Ihren Studentenausweis bereit
- Abgabe
  - **Alle Blätter** müssen abgegeben werden
  - Vorzeitiges Verlassen nur bis 9:45

# Ergebnisse

- Prüfungsergebnisse und Musterlösung werden auf der Kursseite veröffentlicht (ETH ID und Ergebnis)
- Für Rückfragen und Prüfungseinsicht Termin mit Betreuer vereinbaren
- Für benotetes Testat bitte Hinweis auf Deckblatt schreiben