



UCSC

University of Colombo, Sri Lanka

University of Colombo School of Computing



**DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY
(EXTERNAL)**

Academic Year 2025 — 2nd Year Examination — Semester 4

IT4306 — Information Technology Project Management

Part 1 - Multiple Choice Question Paper

(2 Hours for both Part 1 and Part 2)

Important Instructions

- This paper has **two (2) parts, Part 1 and Part 2**.
- The total duration of **both Part 1 and Part 2 is 2 hours**.
- The final mark for the paper will be determined by averaging the scores of Part 1 and Part 2, each of which is graded out of **100**.
- The medium of instructions and questions is English.
- This paper (Part 1) has **25 MCQ questions** on **8 pages**. Answer **all** questions.
- Each question will have **5 (five)** choices with **ONE OR MORE** correct answers.
- There will be a penalty for incorrect responses to discourage guessing.
- The mark given for a question will vary from -1 (All the incorrect choices are marked & no correct choices are marked) to +1 (All the correct choices are marked & no incorrect choices are marked). However, **the minimum mark per question would be zero**.
- Answers should be marked on the **special answer sheet** provided.
- Note that questions appear on both sides of the paper. If a page or part of a page is not printed, please inform the supervisor/invigilator immediately.
- Mark the correct choices on the question paper first and then transfer them to the given answer sheet which will be machine marked. **Please completely read and follow the instructions given on the other side of the answer sheet before you shade your correct choices**.
- Any electronic device capable of storing and retrieving text, including electronic dictionaries, smartwatches, and mobile phones, is **not** allowed. **Calculators are not allowed**.
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1. A university is implementing a new Learning Management System (LMS). During planning, the project manager discovers that several departments have conflicting requirements. Which action should occur first?
 - a. Begin procurement activities
 - b. Close the project charter
 - c. Conduct stakeholder analysis and requirements collection
 - d. Create the final schedule baseline
 - e. Start system development immediately
2. Which of the following is/are characteristics of a project?
 - a. Continuous operations
 - b. Produces unique outcomes
 - c. Progressive elaboration
 - d. Repetitive workflow
 - e. Temporary endeavor
3. A project has a Planned Value (PV) of 100,000 LKR, Earned Value (EV) of 80,000 LKR, and Actual Cost (AC) of 90,000 LKR. Which statement(s) is/are correct?
 - a. Cost Performance Index is greater than one
 - b. Project is ahead of schedule
 - c. Project is behind schedule
 - d. Project is over budget
 - e. Project is under budget
4. Which of the following best describes the primary purpose of a Work Breakdown Structure (WBS)?
 - a. Assign resources to activities
 - b. Decompose deliverables into manageable components
 - c. Develop risk responses
 - d. Establish procurement contracts
 - e. Identify stakeholders

5. A project sponsor wants weekly updates because executive management is concerned about project visibility. Which knowledge area is/are most directly involved?
- a. Communications Management
 - b. Cost Management
 - c. Procurement Management
 - d. Quality Management
 - e. Resource Management
6. Which statement(s) regarding project risk is/are true?
- a. Risks can have positive impacts
 - b. Risks only refer to threats
 - c. Risk identification is a one-time activity
 - d. Opportunities are also considered risks
 - e. Risk management continues throughout the project
7. A project manager in a weak matrix organization is likely to experience:
- a. Complete control over staffing
 - b. Direct reporting from all team members
 - c. Limited authority over resources
 - d. No need for stakeholder management
 - e. Strong authority over budget decisions
8. Which of the following is/are (an) output(s) of the Initiating Process Group?
- a. Lessons Learned Register
 - b. Project Charter
 - c. Risk Register
 - d. Schedule Baseline
 - e. Stakeholder Register

9. The critical path of a project:
- a. Can contain multiple parallel paths
 - b. Contains activities with zero total float
 - c. Determines project completion date
 - d. It is always the shortest path through the network
 - e. Never changes during execution
10. A software project is experiencing frequent scope changes requested by users. The project manager should first:
- a. Follow the integrated change control process
 - b. Reject all change requests
 - c. Remove stakeholders from meetings
 - d. Revise procurement contracts
 - e. Update the budget immediately
11. Which of the following is/are examples of organizational process assets (OPAs)?
- a. Government regulations
 - b. Historical project information
 - c. Lessons learned repository
 - d. Market conditions
 - e. Organizational templates
12. A project manager notices that two team members are having a disagreement about technical design decisions. Which conflict resolution techniques are generally considered win-win approaches?
- a. Collaborating
 - b. Compromising
 - c. Forcing
 - d. Smoothing
 - e. Withdrawal

13. The primary purpose of project integration management is to:
- a. Coordinate all project management processes
 - b. Improve technical specifications
 - c. Manage team conflicts exclusively
 - d. Optimize procurement performance
 - e. Reduce project scope
14. A project's Schedule Performance Index (SPI) is 1.15. Which conclusion(s) can be drawn?
- a. EV exceeds PV
 - b. Project is ahead of schedule
 - c. Project is behind schedule
 - d. Project is under budget
 - e. Schedule performance is favorable
15. Which of the following is/are valid stakeholder engagement strategies?
- a. Ignore Resistant Stakeholders
 - b. Keep Informed
 - c. Keep Satisfied
 - d. Manage Closely
 - e. Monitor
16. A project team identifies a risk that could delay deployment by three months. They decide to purchase insurance and outsource part of the implementation. Which risk response strategy is being used?
- a. Accept
 - b. Avoid
 - c. Exploit
 - d. Mitigate
 - e. Transfer

17. Which project management knowledge areas is/are most closely associated with the triple constraint?
- a. Cost Management
 - b. Procurement Management
 - c. Schedule Management
 - d. Scope Management
 - e. Stakeholder Management
18. A project manager is creating activity duration estimates by examining previous projects completed by the organization. Which estimating technique is being used?
- a. Analogous estimating
 - b. Bottom-up estimating
 - c. Monte Carlo simulation
 - d. Parametric estimating
 - e. Three-point estimating
19. Which statements about project sponsors is/are true?
- a. They always manage daily project activities
 - b. They approve major changes
 - c. They are responsible for all task scheduling
 - d. They help secure resources
 - e. They provide strategic direction
20. A project manager discovers that a key vendor will not meet contractual obligations. Which knowledge area(s) is/are most directly involved?
- a. Communications Management
 - b. Procurement Management
 - c. Risk Management
 - d. Scope Management
 - e. Stakeholder Management

21. During project closing, which activities should typically occur?
- a. Archive project records
 - b. Conduct lessons learned reviews
 - c. Formal acceptance of deliverables
 - d. Identify stakeholders
 - e. Release project resources
22. A project's CPI is 0.80. Which statement(s) is/are correct?
- a. Cost efficiency is poor
 - b. EV is less than AC
 - c. Project is over budget
 - d. Project is under budget
 - e. SPI can be determined directly
23. Which of the following is/are examples of procurement contract types?
- a. Cost Reimbursable
 - b. Firm Fixed Price
 - c. Fixed Price
 - d. Functional Matrix
 - e. Time and Material
24. A project manager is attempting to determine the probability of completing a project before a specific deadline while considering uncertainty in activity durations. Which technique is the most appropriate?
- a. Earned Value Analysis
 - b. Expert Judgment
 - c. Monte Carlo Analysis
 - d. Resource Leveling
 - e. WBS Decomposition

25. A project manager consistently delivers projects on time and within budget, but customers are dissatisfied because delivered functionality does not meet expectations. Which project success dimension(s) is/are being compromised?

- a. Business Value Realization
- b. Cost Performance
- c. Schedule Performance
- d. Scope/Requirements Achievement
- e. Stakeholder Satisfaction
