MBA Examination

Additional Test that may be required by your mentor

http://www.downloads.imune.net/medicalbooks/IMUNE%20basis%20for%20Degree%20in%20International%20Law%20EXAM.pdf

http://www.downloads.imune.net/medicalbooks/IMUNE%20Masters%20of%20Business_Administration_Core_Exam.pdf

Your mentor may require additional exams, practicums, internships, thesis or other requirements for completion of your MBA

Introduction

The comprehensive examination (also known as the "comps") evaluates your ability to integrate knowledge of educational technology, show critical and independent thinking skills, and demonstrate mastery of the field. The results of the examination evidence independent thinking, appropriate organization, high level writing competency, critical analysis, and accuracy of documentation.

What is the purpose of the comps?

The purpose of the comps is to encourage students who are nearing graduation to engage in a systematic review of their course work and become more familiar with the professional journals relevant to the field of Educational Technology. The exam also aids the faculty in identifying students who need additional course work or study before being granted the Master's degree.

The Formal Examination

The formal open-book exam is held once each semester, over a period of three days (on a weekend). Students are given three case-study questions and three query-based questions and are asked to answer one of each.

Written -- Define these terms—Demonstrate to your mentor, in writing, you understand these terms
Face to face Questions

Each department faculty member contributes to a pool of exam questions. These questions draw on the content of several courses, not limited to those of the faculty member writing the question. The questions are query and case-based.

Case-study questions present a contextualized, real life or life-like problem or opportunity you are asked to address. Responses to case-studies often require both a practical solution to the specific situation and a justification of your solution based on principles and/or theory. They require you to bring diverse skills and knowledge to bear on the specific situation presented. Case-study questions might include drafting a project or product proposal for an e-learning division; designing or re-designing an educational or informational product or program for a company; or recommending an assessment or other process for a school district.

Queries, like cases, ask you to synthesize a broad range of knowledge, but without the need to relate it to a specific real or fictional situation. You might be asked to take a position on an issue having to do with curriculum development, performance management, distance learning, and the like, and justify your ideas with appropriate theory, principles, and practices from the literature in our field and from your own and others' experiences.
Be prepared for questions which require both macro-level and micro-level solutions.

Because the master's program encourages integration of skills, expect questions in one area to overlap complementing areas.

Responses

As you complete your responses, be aware that you are being graded on how well you analyze, synthesize, and evaluate the questions. In addition, your responses should reflect a high degree of professionalism. Therefore, you must type your responses in a word processing program, submit a document capable of high quality printout, with your student RedID number (and not your name), and reference your data. This last item is highly important, as noted below.

If you do not already own a computer, borrow or rent one for the exam. Familiarize yourself with whatever word processing software you'll be using so that the mechanics of editing don't get in your way. When the time comes to print your final copy, you may print out your response on the department lab printer...as long as the final result is out of the printer at the specified completion time.

Multiple Choice

1. A project has a 60% chance of a $100,000 profit and a 40 percent of a US $100,000 loss. The Expected Monetary Value for the project is:

1. $100,000 profit
2. $60,000 loss
3. $20,000 profit
4. $40,000 loss

Answer:

Expected Monitory Value (EMV) is computed by EMV = Probability × Impact.

Compute both positive and negative values and then add them:

0.6 × $100,000 = $60,000 0.4 × $100,000 = $40,000 EMV = $60,000 - $40,000 = $20,000 profit
2. Assuming that the ends of a range of estimates are +/- 3 sigma from the mean, which of the following range estimates involves the LEAST risk?

Answer:

1. 30 days, plus or minus 5 days
2. 22 – 30 days
3. Optimistic = 26 days, most likely = 30 days, pessimistic = 33 days
4. Mean of 28 days

The estimate with the smallest range is less risky.

3. If a risk has a 20 percent chance of happening in a given month, and the project is expected to last five months, what is the probability that the risk event will occur during the fourth month of the project?

Answer:

1. Less than 1 percent
2. 20 percent
3. 60 percent
4. 80 percent

4. An accepted deadline for project approaches. However, the project manager realizes only 75% percent of the work has been completed. The project manager then issues a change request. What should the change request authorize?

Answer:

1. Additional resources using the contingency fund
2. Escalation approval to use contingency funding
3. Team overtime to meet schedule
4. Corrective action based on causes

5. The risk will be identified during which risk management process(es)?

Answer:

1. Perform Quantitative Risk Analysis and Identify Risks
2. Identify Risks and Monitor and Control Risks
3. Perform Qualitative Risk Analysis and Monitor and Control Risks
4. Identify Risks

Reference: The PMBOK® Guide, 5th Edition, Page 312, Figure 11.1

6. What is meant by RACI?

Answer:

1. Responsible, Accountable, Confirm, Inform
2. Recommended, Accountable, Consulted, Inform
3. Responsible, Accountant, Consulted, Inform
4. Responsible, Accountable, Consulted, Inform

The RACI chart is an example of the Responsibility Assignment Matrix (RAM), which shows the relationship between activities and the team members.

7. Which of the following statement is true about a Program?

Answer:

1. A Program is a group of related projects
2. A Program is a group of unrelated projects
3. A Program is a part of a big project
4. None of the above

8. The project manager meets with the project team to review lessons learned from previous projects. In what activity is the team involved?

Answer:

1. Performance management
2. Scope identification
3. Risk identification
4. Project team status meeting
9. During a bidder conference, you see that one bidder is your close friend. What should your next step be?

Answer:

1. You will pass some confidential info to him
2. You will disclose this relationship to your management
3. You will resign immediately from the bidding process
4. You will try not to give the contract to him to prove your integrity

There is a conflict of interest in this situation. You must inform your boss about this relationship.

10. If a risk event has a 90 percent chance of occurring, and the consequences will be the US $10,000, what does the US $9,000 represent?

Answer:

1. Risk value
2. Present value
3. Expected monetary value
4. Contingency budget

\[ \text{EMV} = 0.9 \times 10,000 = 9,000 \]

11. Your construction project was damaged by an earthquake. Your contractor says he cannot fulfill the terms of the contract due to a specific clause you both had signed the contract. He is referring to the:

Answer:

1. Force majeure clause
2. Fixed price clause
3. Contract obligation terms
4. None of the above

12. All of the following are ALWAYS inputs to the risk management process EXCEPT:

Answer:
1. Historical information
2. Lessons learned
3. Work breakdown structure
4. Project status reports

Project Status report can be an input to risk management. However, when completing risk management for the first time, you wouldn’t have the project status report yet. Therefore, the project status report is not always an input to risk management.

13. When estimating time for activities, a Project Manager should:

Answer:

1. Use the best guess and estimate all activities since there will be changes as the project progresses and more information becomes available
2. Involve people who will be doing the work to get estimates
3. Estimate for what the cost will allow and include buffers
4. None of the above

14. Risk tolerance is determined in order to help:

Answer:

1. The team ranks the project risks.
2. The project manager estimates the project.
3. The team schedules the project.
4. Management knows how other managers will act on the project.

If you know the tolerance of the stakeholders, you can predict how they might react to different situations and risk events. This information can help assign levels of risk on each work package activity.

15. You are running a project to engineer and implement a set of business processes and a software solution for customer relationship management. The project involves a large number of organizations—a major corporation and many suppliers of different sizes. During the project, you observe the effects of the differences between the companies’ corporate cultures. This leads to different expectations on how the project should be handled—as well as to frequent misunderstandings between stakeholders. Another effect is a growing degree of
distrust and skepticism. What should you try first to integrate the diverse stakeholder groups?

Answer:

1. Focus on project work. As a project manager, you should not get distracted by big egos.
2. Let the problems grow further until they are obvious for all. Then escalate them.
3. Develop a joint quality policy for the project and seek a commitment by all organizations.
4. Analyze the probability and impact of the risks linked with the situation and plan how to respond to them.

16. You are finding it difficult to evaluate the exact cost impact of risk. You should evaluate on a(n):

Answer:

1. Quantitative basis
2. Numerical basis
3. Qualitative basis
4. Economic basis

If you cannot determine an exact cost impact to the event, use qualitative estimates such as Low, Medium, and High.

17. A project manager is quantifying risk for her project. Several of her experts are offsite but wish to be included. How can this be done?

Answer:

1. Do a Monte Carlo analysis using the Internet as a tool
2. Apply the critical path method
3. Determine options for recommended corrective action
4. Apply the Delphi Technique

The Delphi technique is commonly used to obtain expert opinions on technical issues, the necessary project, or product scope.
18. Being assigned as a project manager, you noticed during project execution that conflicts arise in the team on both technical and interpersonal levels. What is an appropriate way of handling conflicts?

Answer:

1. Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.

2. A conflict should be handled in a meeting so that the entire team can participate in finding a solution.

3. Conflicts should be addressed early and usually in private, using a direct, collaborative approach.

4. You should use your coercive power to quickly resolve conflicts and then focus on goal achievement.

19. During which risk management process is a determination to transfer a risk made?

Answer:

1. Identify Risks

2. Perform Quantitative Risk Analysis

3. Plan Risk Response

4. Monitor and Control Risks

Transference is a Risk Response Strategy.

20. When control charts are used, outliers are...

Answer:

1. Singular measurements outside the bandwidth between an upper and lower control limit.

2. A typical result of a rare random cause which is difficult to replicate and to verify.

3. Insignificant results, often measurement errors, the causes of which should not be further investigated.

4. Measurements are inconsistent with a run of 7 results over or under a mean value.
Some good sources

Online:

- AERA Electronic Journals in the Field of Education: [http://aera-cr.ed.asu.edu/links.html](http://aera-cr.ed.asu.edu/links.html). Not all these deal directly with educational technology, of course.
- Eric: [http://ericir.syr.edu/Eric/](http://ericir.syr.edu/Eric/). Good for abstracts, and digests!, that you can then find more of in the library.
- If on a university campus, try "EBSCO" or "PROQUEST" databases, they often have the full text digitally.
- Go to major university web sites and use their search engines
- Try major search engines using the names of authors or titles of papers.

Additional Test that may be required by your mentor


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Your mentor may require additional exams, practicums, internships, thesis or other requirements for completion of your MBA