

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

Accountants, architects, and attorneys are among professional people who excel at managing projects yet never have the title of project manager.

true

false

The Project Management Institute has a certification for project managers known as Project Management Professional (PMP).

true

false

Project management is equally useful in ongoing, routine work as well as unique, one-time initiatives, because of its flexibility.

true

false

The fact that projects are not confined to a single department but may involve several departments and professionals is a defining characteristic of projects.

true

false

Specific time, cost, and performance requirements are among the characteristics that separate project management from other endeavors of the organization.

true

false

Project management is a skill set that is transferable across most businesses and professions and is critical to many careers.

true

false

For construction companies that build many buildings, all buildings built after the first do not fit the definition of a project.

true

false

As specified in a project life cycle, the first stage in the life cycle of a project is the concept stage.

true

false

Programs are processes designed to accomplish goals that are common to a program over time.

true

false

Project management is generally restricted to specialists because of the requirement for in-depth expertise.

true

false

Agile PM is incremental, iterative development and delivery whereas traditional PM does not deliver nor elicit feedback from the customer until the project is nearly complete.

true

false

One of the most significant driving forces behind the demand for project management is the ever increasing lengthening of the product life cycle.

true

false

Project management appears to be ideally suited for a business environment requiring accountability, flexibility, innovation and repeatability.

true

false

At first glance, project managers perform the same functions as other managers. That is, they plan, schedule, motivate and control.

true

false

The modus operandi (method) used for implementing organizational strategy is through projects.

true

false

Project management skills are not needed in small projects within large organizations.

true

false

The technical dimensions of project management is primarily what successful project managers focus on, specifically planning, scheduling, and controlling projects.

true

false

The sociocultural dimension of project management includes managing relationships, motivating team members and negotiating project terms.

true

false

A major driver of project management is small business development, among others.

true

false

Project management is critically significant only for the electronics industry.

true

false

The individual principles of project management are considered universal and applicable across most businesses and professions.

true

false

Contrary to on-going duties and responsibilities of customary jobs, projects have a defined endpoint.

true

false

Projects typically require the combined efforts of a variety of experts and specialists.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Which of the following choices is a professional organization for project managers?

PMI.

AMA.

MIS.

IPM.

PMBOK.

Which of the choices listed below is *NOT* considered to be a characteristic of a project?

An established objective

A clear beginning and end

Specific time, cost and performance requirements

Only involves one department within the organization

Something never been done by a particular company before

Which of the choices listed below is NOT considered a project?

Developing a new software program

Designing a space station

Preparing the site for the Olympic Games

Production of automobile tires

Developing a new advertising program

Which of the following activities is the best example of a project?

Processing insurance claims

Producing automobiles

Writing a policy manual

Monitoring product quality

Overseeing customer requests

Which of the following is *NOT* one of the stages of a project life cycle?

Identifying

Defining

Planning

Executing

Closing

In which stage of the project life cycle are project objectives established, teams formed, and major responsibilities assigned?

Identifying

Defining

Planning

Executing

Closing

In which stage of the project life cycle is a major portion of the actual project work performed?

Identifying

Defining

Planning

Executing

Closing

In which stage of the project life cycle are you more likely to find status reports, changes, and the creation of forecasts?

Identifying

Defining

Planning

Executing

Closing

In which stage of the project life cycle is the project's schedule and budget determined?

Identifying

Defining

Planning

Executing

Closing

In which stage of the project life cycle is the product of the project delivered to the customer and resources are released from the project?

Identifying

Defining

Planning

Executing

Closing

Which of the following is *NOT* typical of a project manager?

Managing a temporary activity

Overseeing existing operations

Managing a nonrepetitive activity

Responsible for time, cost and performance trade-offs

Work with a group of outsiders, including vendors and suppliers

Which of the following is *NOT* one of the driving forces behind the increasing demand for project management?

Compression of the product life cycle

Knowledge explosion

Increasing need for concurrent multi-project management

Declining need for product customization

More sustainable business practices

Project management is ideally suited for a business environment requiring all of the following *EXCEPT*

Accountability.

Flexibility.

Innovation.

Speed.

Repeatability.

Which dimension of project management centers on creating a temporary social system within a larger organizational environment that combines the talents of a divergent set of professionals working to complete the project?

Communication

Sociocultural

Social

Technical

Scheduling

Which of the following statements is true?

Project management is far from a standard way of doing business.

Project management is increasingly contributing to achieving organizational strategies.

Project management is being used at a consistent percentage of a firm's efforts.

Project management is a specialty that few organizations have access to.

All of these statements are false.

People who are part of the project team need to understand project management because they

Work with others to create a schedule and budget.

Need to understand project priorities so they can make independent decisions.

Need to be able to monitor and report project progress.

Need to understand the project charter or scope statement that defines the objectives and parameters of the project.

All of these are reasons it is important for project team members to understand project management.

The two dimensions within project management processes are

Technical and sociocultural.

Cost and time.

Planned and unexpected.

Established and new.

Unique and reoccurring.

Which of these is *NOT* part of the "technical dimension" of project management?

WBS

Budgets

Problem solving

Schedules

Status reports

Which of these is *NOT* part of the "sociocultural dimension" of project management?

Negotiation

Resource allocation

Managing customer expectations

Leadership

Dealing with politics

Which of the following is *NOT* a reason why project management has become a standard way of doing business?

Increased need for skilled management of stakeholders outside of organization.

Projects need to be done faster.

Organizations are doing more project work in-house instead of outsourcing.

Organizations are executing more and more projects.

Increased product complexity and innovation.

Which of the following is typically the responsibility of a project manager?

Meeting budget requirements

Meeting schedule requirements

Meeting performance specifications

Coordinating the actions of the team members

All of these are typical responsibilities

A series of coordinated, related, multiple projects that continue over an extended time period and are intended to achieve a goal is known as a

Strategy.

Program.

Campaign.

Crusade.

Venture.

Which of the following is *NOT* true about project management?

It is not limited to the private sector.

Many opportunities are available for individuals interested in this career path.

It improves one's ability to plan, implement and manage activities to accomplish specific organizational objectives.

It focuses primarily on technical processes.

It is a set of tools.

As the number of small projects increase within an organization's portfolio, what is a challenge an organization faces?

Sharing resources

Measuring efficiency

Managing risk

Prioritizing projects

All of these are challenges

Which of the following is a good example of a program?

Planting a garden

Developing a new residential area that includes six custom homes

Developing a new marketing plan

Taking notes each class meeting to prepare for the final

Planning a wedding

Which of the following represents the correct order of stages within the project life cycle?

Planning, Defining, Executing, Closing

Closing, Planning, Defining, Executing

Defining, Planning, Executing, Closing

Executing, Defining, Planning, Closing

Planning, Defining, Closing, Executing

Project Management is a style that places a premium on building relationships.

including a diverse set of talent.

maintenance operations.

building relationships and including a diverse set of talent.

extensive testing only.

A project does not include

unique elements.

a specific objective.

repetitive, same or similar work.

creating a new product or service.

developing a new process.

A project life cycle

will only ever consist of four phases.

must be dogmatically followed.

reduces the amount of planning necessary.

can vary based on the industry.

will always have a phase called 'visioning'.

Project Managers are

ultimately responsible for performance.

not timid.

a direct link to the customer.

able to multitask.

all of these.

Project management is being driven by

elevated profit motive.

knowledge explosion.

increased customer focus.

more projects being done in-house.

knowledge explosion and increased customer focus.

Project management is not limited to the _____ sector.

universal

private

global

international

business and government

A project life cycle is characterized as made up of stages. The initial stage in the project life cycle is the _____ stage.

conceptual

closing

defining

planning

executing

A project life cycle is characterized as made up of stages. The final stage in the project life cycle is the _____ stage.

conceptual

closing

defining

planning

executing

Like many other professions such as accounting, marketing and finance, there is a professional organization for project managers. One professional organization for project managers has grown from 93,000 in 2002 to more than 565,000 currently and is the _____.

Institute for Project Managers

Society for Project Professionals and Project Managers

Organization for Project Managers and Professionals

Project Management Institute (PMI)

The Union of Project Professionals

A project life cycle is characterized as made up of stages. A major part of the project work, both physical and mental, takes place in the _____ stage of the project life cycle.

conceptual

closing

defining

planning

executing

Any project life cycle is made up of stages. The project's schedule and budget will be determined in the _____ stage of the project life cycle.

conceptual

closing

defining

planning

executing

This first chapter introduced some of the most rudimentary aspects of the discipline, including definitions. A temporary endeavor undertaken to create a unique product, service, or result is a(n) _____.

project

activity

task

undertaking

All of these.

The product life cycle must be understood as totally different from the project life cycle. In today's high-tech industries the product life cycle is averaging _____ to 3 years.

1 year

6 months

18 months

3 months

9 months

For companies of moderate-to-large size, it is not unusual to have hundreds of small projects ongoing concurrently. The advent of many small projects has created the need for an organization that can support _____ management.

multi-project

program

concurrent

portfolio

product

In today's customer-focused organizations, the customer is recognized as the final authority of what constitutes quality. Nevertheless, customer tastes and feature preferences vary from customer to customer. Increased competition has placed a premium on customer satisfaction and the development of _____ products and services.

unique

quality

customized

creative

consistent

Project managers employ lots of useful tools, many supported by software. WBS, schedules, and budgets are tools taken from the _____ dimension of the project management process.

sociocultural

soft skills

technical

tools

planning

Project managers must have many competencies, among them leadership, teamwork and negotiation. Leadership, teamwork, and negotiation are examples of the _____ dimension of the project management process.

sociocultural

soft skills

technical

tools

planning

A professional organization for project managers is the _____.

Project Management Institute (PMI)

Institute for Project Managers

Society for Project Professionals and Project Managers

Organization for Project Managers and Professionals

The Union of Project Professionals

One of the defining characteristics of a project is that it has a singular purpose, i.e., an established _____.

vision

objective

goal

mission

purpose

Because projects have a defined beginning and end, the _____ is frequently used to manage the transitions of a project from start to completion.

product life cycle

project life cycle

development life cycle

transition life cycle

completion life cycle

The establishment of project goals, specifications, and responsibilities usually occurs in the _____ stage of project life cycle.

defining

planning

executing

conceptual

closing

Training the customer, releasing staff and resources occurs in the _____ stage of project life cycle.

defining

planning

executing

conceptual

closing

Project managers are expected to ensure that appropriate trade-offs are made between the time, cost, and _____ requirements of the project.

performance

quality

specifications

functional

scope

Life cycles are used to characterize how things change over time. The _____ typically passes sequentially through four stages.

product life cycle

project life cycle

development life cycle

transition life cycle

completion life cycle

An increase in the complexity of projects, because projects typically include the latest advances, can be the result of a growth in new _____.

products

knowledge

services

products and services

processes

A(n) _____ is a series of coordinated, related multiple projects that continue over an extended time intended to achieve a goal.

program

portfolio

product family

process

folder

Agile PM is appropriate when _____.

project scope is unknown or unstable

the technology to be used is well known

the project scope is well known

the processes to be used are well known

projects of this type have been done many times before

Traditional project management focuses on thorough planning up front. Such planning requires _____.

thoroughness

a planning schedule

predictability

a planning budget

All of these alternatives are correct

When the project scope and/or technology are not fully known or stable, the best choice of method for such projects is

traditional project management.

plan-driven project management.

schedule-driven project management.

agile-driven project management.

budget-driven project management.

Agile project management involves _____ whereas traditional project management involves _____.

iterative and incremental delivery, upfront planning with high predictability

high certainty, projects with unstable scope

high uncertainty, projects with unknown requirements

known and stable scope, unknown requirements

projects with high predictability, project with unknown or unstable requirements

Projects with high predictability are said to have _____.

unknown or unstable scope

unknown or unstable requirements

the best circumstances for use of traditional project management

the best circumstances for use of agile project management

iterative and incremental delivery

Iterative and incremental delivery means _____.

the project uses the traditional method of project management

the entire project product or service is delivered all at once at the end of the project

the project documentation is completed and delivered after each milestone

the components or features of the project product or service are delivered one at a time throughout the duration of the project

product functionality is delivered all at once at the end of the project

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

Compare and contrast the Product Life Cycle and Project Life Cycle.

Identify the five major characteristics of a project.

Identify and briefly describe the four stages of a project life cycle.

"Project managers perform the same functions as other managers." Agree or disagree, and support your decision.

Identify and briefly describe the five current drivers of project management.

Even if you never aspire to be a "project manager," why is it important to know how to manage projects effectively? Explain your answer and use an example to support your answer.

Identify and briefly discuss the two key dimensions of managing actual projects. Explain why both are important to successfully manage a project. Use an example to support your answer.

What are the major differences between managing a process and managing a project?

Describe what it means that a project manager must work with a diverse group of characters?

What is the difference between a project and a program?

Answer Key

Test name: Ch1_Project Management_2025

TRUE

They include accountants, lawyers, administrators, scientists, contractors, teachers, etc.

TRUE

The PMI provides certification as a Project Management Professional (PMP)—someone who has documented sufficient project experience, agreed to follow the PMI code of professional conduct, and demonstrated mastery of the field of project management by passing a comprehensive examination. See Snapshot: The Project Management Institute.

FALSE

A project is not routine, repetitive work! Ordinary daily work typically requires doing the same or similar work over and over, while a project is done only once; a new product or service exists when the project is completed.

TRUE

One of the major characteristics is the involvement of several departments and professionals.

TRUE

Major characteristics are specific time, cost, and performance requirements.

TRUE

At its core, project management fundamentals are universal.

FALSE

All projects are non-routine and have some unique elements. Not all buildings will be built on the same space or use the same materials.

FALSE

The first stage is defining.

FALSE

A program is a group of related projects designed to accomplish a common goal over an extended period of time.

FALSE

Unlike their functional counterparts, project managers generally possess only rudimentary technical knowledge.

TRUE

In Agile PM, the product is delivered in pieces. In traditional PM the product is delivered all at once at the end of the project.

FALSE

One of the most significant driving forces behind the demand for project management is the shortening of the product life cycle.

FALSE

Project management appears to be ideally suited for all industries and sectors that require accountability, flexibility, innovation, speed and continuous improvement.

TRUE

Project managers perform the same functions as other managers; however, what makes them unique is that they also manage temporary, non-repetitive activities to complete an effort of fixed duration.

TRUE

Projects are how organizations implement strategy. This is why it is imperative that the two are aligned.

FALSE

Many small projects can eat up the people resources of a firm and represent hidden costs not measured in the accounting system. Organizations with many small projects going on concurrently face the most difficult project management problems.

FALSE

Project managers must master both the technical and the sociocultural aspects of project management in order to be successful.

TRUE

The sociocultural dimension of project management includes managing relationships, motivating team members and negotiating project terms. See Figure 1.3: The Socio-Technical Dimensions of the Project Management Process.

FALSE

Compression of the product life cycle, knowledge explosion, triple bottom line, increased customer focus, and small projects represent big problems and are the major drivers of project management.

FALSE

Project Management has spread to all industries.

TRUE

The individual principles and strategies will work across all but the most specialized industries and projects.

TRUE

A “traditional” job means doing something for an organization over an entire career, versus doing variations of something for individual efforts with a defined start and end. For example, you could be a welder for a company as a traditional job, or you can be a contract welder that moves in-between projects for different organizations.

TRUE

Without the specialist efforts brought to bear on the problem to be solved, it is unlikely that it will be solved in a manner that is timely enough for an organization.

A

The Project Management Institute (PMI) is a professional organization for project managers.

D

Projects have an established objective, a defined life span, the involvement of several departments and professionals, is something that has never been done before, and have specific time, cost and performance requirements.

D

A project is not routine, repetitive work! Ordinary daily work typically requires doing the same or similar work over and over, while a project is done only once; a new product or service exists when the project is completed.

C

A project is not routine, repetitive work! Ordinary daily work typically requires doing the same or similar work over and over, while a project is done only once; a new product or service exists when the project is completed.

A

A project life cycle passes sequentially through four stages: defining, planning, executing and closing.

B

Specifications of the project are defined; project objectives are established; teams are formed; major responsibilities are assigned in the defining stage.

D

A major portion of the project work takes place—both physical and mental—in the executing stage.

D

You are more likely to find status reports, changes and the creation of forecasts in the executing stage of project life cycle.

C

The schedule and budget are determined in the planning stage of project life cycle.

E

The product is delivered and project resources are reassigned in the closing stage of the project life cycle.

B

Project managers manage temporary, non-repetitive activities unlike functional managers who manage existing operations

D

An increase in need for product customization is a driving force behind the increasing demand for project management.

E

Competing in a global market influenced by rapid change, innovation, and time to market means organizations manage more and more projects.

B

The sociocultural dimension of project management centers on creating a temporary social system that supports the project.

B

Project management is rapidly becoming a standard way of doing business. The future promises an increase in the importance and the role of projects in contributing to the strategic direction of organizations.

E

Project members are expected to use project management tools and concepts such as working as a team to create a budget or schedule and be able to monitor project progress. They also need to be able to understand project priorities and parameters.

A

There are two dimensions within the actual execution of projects. These include the technical dimension and the sociocultural dimension.

C

The technical dimension includes developing the WBS, budgets, schedules and status reports. Problem solving would be a part of the sociocultural dimension.

B

The sociocultural dimension includes negotiation, managing customer expectations, leadership and dealing with politics. Resource allocation is part of the technical dimension of project management.

C

One of the most significant driving forces behind the demand for project management is corporate downsizing. This has also led to a change in the way organizations approach projects. Companies outsource significant segments of project work, and project managers have to manage not only their own people but also their counterparts in different organizations.

E

Project managers must ensure that appropriate trade-offs are made between the time, cost, and performance requirements of the project.

B

A program is a group of related projects designed to accomplish a common goal over an extended period of time.

D

Project management is more than a set of tools; it also focuses on building collaborative relationships among a diverse cast of individuals.

E

Many firms have no idea of the problems that can result from inefficient management of small projects. These include sharing resources, measuring efficiency, managing risk and being able to prioritize projects.

B

A program is a group of related projects designed to accomplish a common goal over an extended period of time.

C

A project life cycle passes sequentially through four stages: defining, planning, executing, and closing.

D

Without encouraging solid working relationships among a diverse set of personnel, the project has not hope of being guided to a successful completion.

C

Repetitive work means that the solution has been made for "operational work", meaning that it can be repeated with a non-specialized skill set.

D

It is very probable that even different organizations within the same industry may have slightly different approaches to a type of project that may allow a competitive advantage.

E

Begin responsible for an entire project carries a lot of career risk that must be managed. In order to manage that correctly, one must be confident and have a direct connection with the customer.

E

Due to the amount of information available and the subsequent ability for a customer to synthesize that information into knowledge, the successful organization will focus their project efforts based on feedback from their customer base.

B

Project management is also a vehicle for doing good deeds and solving social problems.

C

Specifications of the project are defined; project objectives are established; teams are formed; major responsibilities are assigned in the defining stage of project life cycle.

B

Closing includes three activities: delivering the project product to the customer, redeploying project resources, and post-project review.

D

The Project Management Institute (PMI) is a professional organization for project managers.

E

A major portion of the project work—both physical and mental—takes place during the executing stage of project life cycle.

D

During the planning stage, the level of effort increases, and plans are developed to determine what the project will entail, when it will be scheduled, whom it will benefit, what quality level should be maintained, and what the budget will be.

A

As defined by the PMI, a project is a temporary endeavor undertaken to create a unique product, service or result.

B

Today in high-tech industries the product life cycle is averaging 6 months to 3 years. Only 30 years ago, life cycles of 10 to 15 years were not uncommon.

A

This climate has created a multi-project environment and a plethora of new problems. Sharing and prioritizing resources across a portfolio of projects is a major challenge for senior management.

C

Customers want customized products and services that cater to their specific needs.

C

The technical dimension includes developing the WBS, budgets, schedules and status reports. The sociocultural dimension includes leadership, negotiation, teamwork and problem solving.

A

The technical dimension includes developing the WBS, budgets, schedules and status reports. The sociocultural dimension includes leadership, negotiation, teamwork and problem solving.

A

The Project Management Institute (PMI) is a professional organization for project managers.

B

Projects have a defined objective—whether it is constructing a 12-story apartment complex by January 1 or releasing version 2.0 of a specific software package as quickly as possible.

B

A project life cycle typically passes sequentially through four stages: defining, planning, executing, and delivering.

A

Specifications of the project are defined; project objectives are established; teams are formed; major responsibilities are assigned during the defining stage of project life cycle.

E

The closing stage includes three activities: delivering the project product to the customer, redeploying project resources, and post-project review. Delivery of the project might include customer training and transferring documents.

A

Project managers are ultimately responsible for performance (frequently with too little authority). They must ensure that appropriate trade-offs are made between the time, cost, and performance requirements of the project.

B

A project life cycle typically passes sequentially through four stages: defining, planning, executing, and delivering.

B

The growth in new knowledge has increased the complexity of projects because projects encompass the latest advances. Product complexity has increased the need to integrate divergent technologies. Project management has emerged as an important discipline for achieving this task.

A

A program is a group of related projects designed to accomplish a common goal over an extended period of time.

A

Agile PM is appropriate when the project scope is unknown or unstable or when the technology to be applied is unknown or some combination of these.

C

To plan the entire project from beginning to end requires predictability, meaning that the tasks and their durations are known with near certainty. Predictability means the scope (requirements) are known and stable; the technology to be used is well-known and understood.

D

The agile method allows for changes to such things as scope and requirements to take place throughout the project, to accommodate the needs of the customers who do not know exactly what they want. The product of the project is delivered one piece at a time for the customer's review. Budgets and duration are NOT predictable because some pieces of the product will have to be redone.

A

Agile project management, by its very nature, entails incremental delivery in which an iteration produces and delivers a new piece of functionality of the product to the customer. The incremental delivery takes place throughout the project. Traditional project management should be employed whenever project scope and technology are well known and stable implying predictability.

C

Projects with high predictability should use the traditional method for project management.

D

The word 'delivery' refers to how the product is delivered to the customer. The agile project method delivers the product one piece at a time for the customer to review and does this throughout the project. This method of delivery accommodates a customer who does not know exactly what he wants but will know it when he sees it. The traditional project method delivers all of the product at the end of the project; there is no opportunity for feedback from the customer.

Short Answer

The Product Life Cycle deals with the time it takes to develop a product and the time it remains in the marketplace. The Project Life Cycle is the stages that a new product goes through while being developed.

Short Answer

(1) An established objective; (2) A defined life span with a beginning and end; (3) Usually the involvement of several departments and professionals; (4) Typically, doing something that has never been done before; (5) Specific time, cost and performance requirements.

Short Answer

Defining stage: goals, specifications and objectives established; Planning stage: schedules, budgets, risks management and resource assignment; Executing stage: majority of physical and mental work, status reports, changes and forecasts; Closing stage: train customer, transfer documents, release resources, and lessons learned.

Short Answer

Many of the same basic management functions are performed by project managers; however, there are aspects of the project manager's job that make it unique. For example, they manage temporary, non-repetitive activities to complete a fixed life project.

Short Answer

(1) Compression of the product life cycle; (2) Knowledge explosion; (3). Triple bottom line; (4) Increased customer focus; (5) Small projects represent big problems.

Short Answer

Even if you have no desire to be a project manager you may be a part of a project team where you will have a better understanding of the processes involved. In addition, there are many project management skills that can be applied to other professions and industries.

Short Answer

The technical includes schedules and status reports. The sociocultural dimension includes leadership, problem solving and negotiation.

Short Answer

At first glance project managers perform the same functions as other managers. That is, they plan, schedule, and control. However, what makes them unique is that they manage temporary, non-repetitive activities to complete a fixed life project.

Short Answer

Project managers manage the tension between customer expectations and what is feasible and reasonable. They provide direction, coordination, and integration to the project team. They often must work with a diverse group of outsiders—vendors, suppliers, subcontractors—who do not necessarily share their project allegiance.

Short Answer

The terms are often used interchangeably in business; however, a program is considered to be a series of coordinated, related, and multiple projects that continue over an extended time intended to achieve a goal.