

Managing Projects: A Team-Based Approach

Chapter 1 Managing Projects: What and Why

Multiple Choice Questions

Correct Answers Highlighted in **Bold**

1. Which of these is generally accepted as true about the triple constraint? (pg. 9)
 - a. Represents a complete balanced scorecard of project metrics
 - b. Assumes that all three metrics can and should be given equally high priorities
 - c. Assumes the three constraints tend to reinforce each other so that as one improves the others do also
 - d. **Represents tradeoffs to be considered in setting priorities for project performance metrics**
 - e. All of these
2. Important characteristics of the most successful projects are: (pg. 7)
 - a. The team works overtime through the entire project
 - b. Use of project management software
 - c. One person does most of the work
 - d. Leadership is shared among team members
 - e. **Clear, shared goal**
 - e. A and C only
3. Project phases include: (pgs. 12-13)
 - a. Initiation, planning, and closure
 - b. Problem definition, WBS, schedule, risk assessment
 - c. Drivers, customer needs, planning, control
 - d. **Selection, initiation, planning, delivery, closure**
 - e. Team selection, motivation, assignment of responsibility, delivery of results
4. Agile software development involves: (pgs. 14-15)
 - a. One individual, working alone
 - b. Shortening the testing and review process to allow programmers to work more quickly
 - c. An S-curve that is not as steep as those found in traditional, waterfall approaches
 - d. **Greater need for communication and coordination than traditional methods**
 - e. A and B only

5. Which of these can result from use of standardized approaches for managing projects? (pgs. 17-19)
- a. Improved financial performance
 - b. Resistance to change
 - c. A one-size fits all approach that is inappropriate for some projects
 - d. Greater accountability for team members
 - e. **All of these**
 - f. A and D only
6. A professional sports team has numerous projects underway, all of which support various strategic goals. One set of projects is focused on correcting problems associated with declining attendance at home games. To address this concern, the team's fan relations department has simultaneously launched an interrelated set of initiatives. One of these focuses on building a stadium playground to attract families, while another project will add a restaurant to enhance the fan experience. An additional effort will improve the stadium entrance process to make it faster and more user-friendly. Which of the following best describes this set of activities? (pgs. 2-3)
- a. **A program to increase attendance**
 - b. A project to attract families through the construction of a playground
 - c. A project to enhance the fan experience through the addition of a new restaurant in the stadium
 - d. A comprehensive project portfolio
 - e. A three-phase project
 - f. B and C only
 - g. All of the above
7. **In contrast to the triple constraint**, a balanced scorecard perspective in a project environment offers which of the following advantages? (pg. 10)
- a. More focus on operational details
 - b. **Appreciation for strategic context**
 - c. Understanding of tradeoffs
 - d. Measurement of project cost
 - e. Inclusion of schedule performance
 - f. All of the above
8. In contrast to a waterfall approach, a concurrent approach to project management can require: (pg. 13)
- a. **More coordination**
 - b. Less communication
 - c. A large-batch mode for project handoffs
 - d. Clear goals
 - e. A detailed plan for the later stages of the project

- f. None of the above
9. A cumulative effort curve for a project generally has an S-shape because of: (pgs. 13-14)
- a. **Higher resource utilization during the middle of a project**
 - b. The large financial costs associated with ending a project
 - c. Various hurdles that prevent progress when beginning a project
 - d. Team member burnout
 - e. A and C
 - f. All of the above
10. After a team of software development engineers completed the requirements phase for a major new system, members learned the client no longer needed several of the features initially requested. Which of the following project management models would help avoid this kind of communication challenge? (pgs. 13-14)
- a. Waterfall approach
 - b. **Concurrent approach**
 - c. Economic approach
 - d. Silo approach
 - e. None of the above
11. Which of the following is **NOT** an example of ways in which organizations and individuals may resist standardization in project environments? (pgs. 17-19)
- a. A standardized project approach may be too restrictive for some types of projects.
 - b. **A project managed using a standardized project management process is more likely to exceed budget.**
 - c. People may be uncomfortable with the additional accountability associated with standardized project management process.
 - d. People nearly always resist change.
 - e. None of the above
12. Imagine your boss has assigned you to work on a project that is of strategic importance. She tells you there will be no other team members available to help you. What arguments might you effectively raise in persuading her to allow you to work with a team? (pgs. 16-17)
- a. There will be less chance of conflict
 - b. There will be less need for coordination
 - c. There will be less need to gain buy-in
 - d. **There will be more breadth of technical expertise**
 - e. Decision making will be faster

Essay Questions

Note to Instructors: We typically assign an article from *The Wall Street Journal* or other publication before the exam and post a link on the course web site. We tell students they should read it ahead of time but a copy will be included within the exam. (But, we warn them they will waste valuable exam time if they read the article for the first time during the exam.)

The following essay question is from the article cited below. Other questions about this article appear within this test bank under different chapter headings. Notice that we use frames to guide students regarding the answer length we are seeking. This also makes it easier to grade the answers!

De Cordoba, J. "Aid Spawns Backlash in Haiti," *The Wall Street Journal*, Saturday/Sunday, November 13-14, 2010, A1.

Imagine you are Haiti's new minister of health. You have been given power to coordinate internal resources as well as those provided by NGOs. Your charge from the government is to improve the health of Haiti's people. Fortunately, you have taken the Managing Projects course at XXX and are aware of the project success factors you will need to keep in mind as you reshape Haiti's health system. Name the three success factors you believe will be most important in this case, and describe what each one will mean when specifically applied to this situation. In other words, what will you do to ensure this success factor is incorporated into your project plan and delivery?

Project Success Factor	How you will apply this success factor to the Haiti situation, given your role as minister of health? Be specific.
1.	
2.	
3.	

Instructor Guide for Grading Answers to This Essay Question

Chapter 1 lists and describes 10 project success factors. A student may select any three of the 10, but must defend his or her position by drawing on information from the story and demonstrating a solid understanding of what each selected factor means in this context. Although a student might offer valid arguments around any of the success factors, those perhaps most relevant in this situation are:

- **Clear, shared goals.** As the article describes, each NGO was, at the time, aiming its activities toward slightly different goals.
- **Clear roles and responsibilities.** The article describes the chaos that ensued because the NGOs had not found a way to split their responsibilities and were overlapping and competing with each other instead of offering help where it was most needed.
- **Communication.** They were not communicating with each other and were all off doing their own thing. No one knew enough about what the other was doing, and information about progress in solving problems was not disseminated.

The student should be able to tap into these and other problems, then demonstrate what he or she would do differently.

Chapter 2

The Effective Project Manager

Multiple Choice Questions

Correct Answers Highlighted in **Bold**

1. Imagine Alex has presented a proposal emphasizing what the company stands to lose if it does not move forward with his project. He would be relying on which of the following influence principles? (pg. 38)
 - a. Attribution theory
 - b. Gambler's fallacy
 - c. **Prospect theory**
 - d. Negativity theory
 - e. Convergent event construction
2. A key idea for effective negotiating is to: (pgs. 36-38).
 - a. Begin by setting a goal of becoming close friends
 - b. Begin by suggesting trades or exchanges
 - c. Let the other person know if you don't like his or her personal style
 - d. Focus on positions, not interests
 - e. All of the above
 - f. **None of the above**
3. Rebecca has two possible courses of action to propose. One is significantly more costly than the other, and she is hoping to gain approval for that one. Which of these persuasion strategies is likely to work in her favor? (pg. 36)
 - a. Present the smaller one first. If the sponsor says yes, ask if she would consider the bigger one.
 - b. Present the smaller one first. If the sponsor says no, ask if she would consider the bigger one.
 - c. Present the bigger one first. If the sponsor says yes, admit that you were willing to accept the smaller one.
 - d. **Present the bigger one first. If the sponsor says no, ask if she would consider the smaller one.**
 - e. All of these have been shown to be equally effective.
4. Under which of the following conditions would a project manager be wise to use a compromising approach to resolve a project conflict? (pg. 47)
 - a. When it is important to avoid areas of difference
 - b. The issue is of paramount importance and the project manager knows she has the right answer
 - c. When a discussion of differing perspectives is likely to lead to a better solution

- d. **When it makes sense to gain at least some degree of satisfaction from all dispute parties**
- e. None of these

5. Which of these are characteristics of the best project managers? (pg. 30)

- a. Sensitive, yet tyrannical
- b. Creative, but not too technical
- c. **Disciplined, yet flexible**
- d. Extrovert
- e. All of these
- f. All but c

6. Under which situations does it make the most sense to deliver a message in person rather than by email? (pg. 33)

- a. You are dealing with a sensitive issue
- b. You need fast feedback
- c. You need a permanent record of the communication
- d. All of the above
- e. **A and B only**
- f. B and C only

7. Important characteristics of preparation before a meeting include: (pg. 42)

- a. Flexibility regarding the purpose because important issues may arise at the last minute that some team members want to discuss
- b. A detailed agenda including subject, facilitator, time, and deliverables, sent in advance
- c. Arranging for refreshments if the meeting will last longer than 90 minutes
- d. Ensuring that you have enough material to deliver a presentation for the full duration of the meeting
- e. All of the above.
- f. A and B only
- g. **B and C only**

8. In which of the following ways can a project manager benefit from leading team meetings effectively? (pgs. 39-43)

- a. Increases the likelihood the PM will attract the right people to future projects
- b. Establishes the PM's reputation as a good manager and leader
- c. Facilitates effective communication among team members
- d. Establishes the PM's authority as the primary decision maker
- e. All of the above
- f. **All but D.**

9. Intrinsic motivators: (pg. 48)

- a. **Are factors having to do with the task itself that drive individuals and teams to participate and perform**
- b. Are most generally associated with fear of failure
- c. Include factors such as pay, bonuses, and the opportunity for promotion
- d. Are the same for all people
- e. A and B only
- f. A and C only
- g. B and C only

10. To effectively motivate a team, the project manager should understand the following about motivation (select all correct items): (pg. 51)

- a. Once people's basic needs are met, extrinsic motivators are more effective than intrinsic motivators.
- b. **Determining how to best motivate an individual may involve asking "What can I do to ensure you get the most out of this project."**
- c. **Providing team members with clear, specific, challenging goals is among the most powerful motivators.**
- d. **People will be motivated if they feel a sense of ownership for the project.**
- e. Money is normally the most important motivator for project team members.

11. At a November meeting, a team member disagrees with the project manager over a proposed deadline for implementing a new sales software platform. The project manager wants the platform to "go live" by the 1st of January so the upcoming year's data can be uploaded on the same system. The team member, however, believes his division cannot complete the training in time because December is the busiest sales month. This is an example of which type of conflict: (pgs. 45-48)

- a. Interpersonal conflict
- b. Compromising conflict
- c. Forcing conflict
- d. **Task-related conflict**
- e. None of the above

12. A colleague has come to you asking for advice on how best to approach an upcoming negotiation. You have elected to share with her the "principled negotiation" approach. Which of the following points should you include in your advice? Circle all that apply. (pgs. 36-38)

- a. To gain best advantage, view yourself as working against the party with whom you are attempting to reach agreement.
- b. **Focus on interests, not positions.**
- c. Try trading for what you want and see if you can compromise.

- d. **Think broadly about possible solutions that advance the shared concerns of the various parties involved in the negotiation.**
- e. **Insist that the outcome of the negotiation reflect some fair standard.**

13. The idea behind the team iceberg is: (pg. 45)

- a. Sometimes relationships among team members can be very cold.
- b. Interpersonal relationships often emerge below the waterline.
- c. Icebergs are difficult to see in the distance without binoculars or a telescope.
- d. **Apparent interpersonal conflicts might actually be manifestations of underlying misunderstandings about goals, roles, or other project parameters.**
- e. C and D only

14. In a project meeting, if someone suggested using a “parking lot,” this would refer to: (pg. 42)

- a. A decision to put the project on hold
- b. Group agreement to end the meeting and head home
- c. **A waiting list for discussion items not on the agenda**
- d. Removal of a team member from the project
- e. A warning that the sponsor has withheld resources.

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Consider the motivational forces that led doctors and other medical personnel to provide services during earthquake relief efforts in Haiti. Based on information from the article, identify two groups of medical personnel whose motivations are likely to differ somewhat. Name and discuss what you believe to be each group’s primary motivational forces, based on information presented in the article, and your own insight. Demonstrate a broad understanding of project team motivation and defend your point of view.

Group of Medical Personnel (choose from those mentioned in the article)	Primary Motivational Forces	Why you believe these forces to be active for the chosen group, based on information in the article and your own logic
1.		
2.		

Instructor Guide for Grading Answers to This Essay Question

There is no single correct answer to this question. Students will need to demonstrate they understand the differences between intrinsic and extrinsic motivation. They can offer arguments on either side as long as they demonstrate good logic, an understanding of the story, and knowledge of course concepts. For example, they might say the international volunteer doctors are intrinsically motivated because they are not being paid and enjoy the sense of helping others. Or, they could offer a more cynical perspective and say that these doctors can use the experience as a way of building their reputations or demonstrating that they have performed a high number of a particular type of surgery.

Second Option for an Article as Foundation for Essay Questions:

Silver, S. With Its Future Now More Uncertain, Bell Labs Turns To Commerce, *The Wall Street Journal*, Monday, August 21, 2006, A-1.

When he rose to his position as President at Bell Labs, Kim had to be very persuasive and influential when attempting to convince scientists and other staff members to

embrace the major changes he was proposing for the organization. Imagine Kim has hired you as a consultant to assist him in putting together a persuasive pitch to the entire company regarding the changes he wishes to implement. Based on **three** of the principles of influence described in Chapter 2, as well as information presented in the article, what key points would you advise him to make and why would each one enhance your persuasiveness? Note that you must blend content from the article with course content on selling ideas if you want to receive full points!

Content feature of Kim's persuasive pitch for organizational change (something specific he should say):	What principles or concepts tell us that this would be effective?
1.	1.
2.	2.
3.	3.

There is no single correct answer to this question. There are ways in which students might suggest Kim employ each of the persuasion principles described in chapter 2. Look for evidence that students have an accurate understanding of the principles they choose and that they can apply the chosen principles to the scenario described in the article. For example, they might say Kim could apply prospect theory (which they should

define as the notion that potential losses have a bigger influence on people's decision making than do potential gains) by describing for the scientists and other staff members the consequences of NOT working on breakthrough technologies that could turn quickly into businesses. Specifically, students might recommend that Kim warn that failure to redirect efforts toward business-lucrative technologies will mean more layoffs for scientists. Kim might also apply the principle of "liking" (people prefer to say "yes" to those they like) by investing time getting to know the scientists and other staff members in the lab and expressing genuine interest in them as people. This would be particularly important for Kim, given his newness to the organization (students might cite that Kim is the first Bell Labs president not to have risen through the ranks).