

Chapter 1

Multiple Choice

1. The overwhelming majority of all projects are of what size?

- a) Small
- b) Medium
- c) Large
- d) Very large

Ans: a

Section Reference:

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 2

2. The _____ project is generally credited with beginning the era of modern project management.

- a) Manhattan
- b) Chicago
- c) Great Wall of China
- d) Egyptian pyramids

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Intermediate

Bloom's: Knowledge

AACSB: Analysis

Page: 2

3. According to the PMBOK Guidebook, a _____ is a temporary endeavor undertaken to create a unique product or service.

- a) project
- b) task
- c) sub-process
- d) program

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 2

4. _____ is a subset of a project consisting of work packages.

- a) Task
- b) Program
- c) Project
- d) Process

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 2

5. The desired outcomes or results of a project are called _____.

- a) subgroups
- b) work packages
- c) subprojects
- d) deliverables

Ans: d

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 2

6. The desired outcomes or results of a project are called _____.

- a) subgroups
- b) work packages
- c) subprojects
- d) deliverables

Ans: d

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 2

7. As sub-elements of a task, these _____ need to be accomplished to achieve the objectives of the task.

- a) subprojects
- b) programs
- c) work packages
- d) levels of effort

Ans: c

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 2

8. Identify the example that would not usually be considered a project.

- a) building a house
- b) developing a computer software application program
- c) hosting a wedding reception

d) assembly line manufacturing of automobiles

Ans: d

Section reference: 1.1 The Definition of a "Project"

Level: Intermediate

Bloom's: Comprehension

AACSB: Analysis

Page: 2

9. Projects are bound by the three objectives of scope, time, and cost. These are collectively referred to as the _____.

a) Triple Constraint

b) Triple Factors

c) Three Constraints

d) Triple Play

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 3

10. According to the authors, the prime objectives of project management are

a) scope, cost, time

b) quality, scope, schedule

c) customer satisfaction, budget, schedule

d) cost, quality, customer satisfaction

Ans: a

Section reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 3

11. The _____ of the project team is a crucial but unstated element of ancillary trade-offs that the project manager must consider.

a) health

b) plan

c) task

d) effort

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Diversity

Page: 4

12. The authors discuss four dimensions of project success. Which of the following is not one of those four dimensions?

- a) Project efficiency
- b) Cost to the customer
- c) Business impact on the organization
- d) Opening new opportunities for the future

Ans: b

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 4

13. Which of the following is not one of the four dimensions of project success?

- a) opening new opportunities for the future
- b) number of people working on the project
- c) impact on the customer
- d) business impact on the organization

Ans: b

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Communication

Page: 4

14. There are three characteristics that all projects share. Which of the following is not one of those characteristics?

- a) The project is unique
- b) The project is a one-time occurrence
- c) The outcome of the project may change over time
- d) The project has a finite duration

Ans: c

Section Reference:

Level:

Bloom's:

AACSB: Analysis

Page: 4-5

15. Projects often interact with other projects being carried out simultaneously within the organization and these interactions take the form of competition for scarce resources between projects. This is an example of project _____.

- a) bottleneck
- b) breakdown
- c) interdependencies
- d) malfunctioning

Ans: c

Section Reference: 1.1 The Definition of a "Project"

Level: Intermediate
Bloom's: Knowledge
AACSB: Analysis
Page: 5

16. An important implication of the project life cycle concept is that a project will resist _____ of its existence.
- a) termination
 - b) completion
 - c) extending
 - d) logging

Ans: a
Section Reference: 1.1 The Definition of a "Project"
Level: Easy
Bloom's: Knowledge
AACSB: Analysis
Page: 5

17. Which of the following is not a likely attribute of quasi-projects?
- a) lack of specificity in the project objective
 - b) a designated team working on the project
 - c) undefined performance parameters
 - d) limited scope and budget

Ans: d
Section reference: 1.1 The Definition of a "Project"
Level: Easy
Bloom's: Application
AACSB: Analysis
Page: 6

18. The project to construct a highway is unique because _____.
- a) the characteristics of terrain will be different for different segments.
 - b) consistency of the concrete will vary for different segments.
 - c) different types of laborers will be used to build various segments of the highway.
 - d) different people manage different sections of the highway.

Ans: a
Section Reference: 1.1 The Definition of a "Project"
Level: advanced
Bloom's: Analysis
AACSB: Analysis
Page: 6

19. The production of weekly employment reports or the delivery of mail could be considered a(n)
- a) project
 - b) non-project
 - c) quasi-projects
 - d) triple projects

Ans: b

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 6

20. Individuals or groups with a special interest in a project are called _____.

- a) stakeholders
- b) project managers
- c) leaders
- d) directors

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 6

21. Relations between organizational functions, where one function or task is dependent on others, are known as _____.

- a) interdependencies
- b) links
- c) projects
- d) tasks

Ans: a

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 7

22. The authors identify three forces that combine to mandate the use of teams to solve problems. Identify the force that the authors did not name.

- a) Explosion in the growth of certified project managers
- b) Worldwide acceptance of the Project Management Institute
- c) Interaction of supply and demand
- d) Evolution of worldwide competitive markets for the production and consumption of goods and services

Ans: d

Section reference: Introduction

Learning Objective: 1.1

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 9

23. Who, according to the authors, has played a significant role in the development of techniques for project management?

- a) European navigators
- b) Trader community
- c) Brokerage firms
- d) The military

Ans: d

Section reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 9

24. The _____ is a project management organization headquartered in the United Kingdom, which started in the early 1970s and serves all of Europe.

- a) PMI
- b) APM
- c) IPMA
- d) PRINCE2

Ans: b

Section Reference: 1.2 Why Project Management

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 12

25. The organization that has the responsibility for maintaining and publishing The PMBOK Guidebook is the

- a) PMI
- b) APM
- c) PRINCE2
- d) IPMA

Ans: a

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 12

26. Conflicting expectations among stakeholders related to performance, cost, and time will require the project manager to make appropriate _____ in order to balance competing demands related to these objectives.

- a) trade-offs
- b) guidelines
- c) weights
- d) tasks

Ans: a

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 12

27. The foundational basis for education for project managers is the _____.

- a) PMBOK Guidebook
- b) Triple Play
- c) PMI Guidebook
- d) Project Management Rulebook

Ans: a

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Knowledge

AACSB: Communication

Page: 12-13

28. The Project Management Institute offers two certifications called the _____ and the _____.

- a) PMP and CAPM
- b) PMP and IBM
- c) APM and PMP
- d) CAPM and APM

Ans: a

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Comprehension

AACSB: Communication

Page: 13

29. The process of creating artificial deadlines and budgets to accomplish specific, though routine, tasks within a functional department is called _____.

- a) programming
- b) routinizing
- c) accepting
- d) projectizing

Ans: d

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 15

30. A _____ is responsible for the evaluation and improvement of an organization's project management skill and experience in managing projects.

- a) vice president of project management
- b) project management office

- c) office of projects
- d) project manager

Ans: b

Section Reference:

Level:

Bloom's:

AACSB: Analysis

Page: 15

31. Which of the following is not a trend that we see in project management?

- a) Increase in virtual projects
- b) Decreasing importance of project managers
- c) Importance given to strategic goals
- d) Regular accomplishment of routine goals

Ans: b

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Comprehension

AACSB: Communication

Page: 15-16

32. The conventional project life cycle can be described as a pattern characterized by _____.

- a) parabolic progress
- b) logarithmic progress
- c) slow-rapid-slow progress
- d) extremely slow progress

Ans: c

Section reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page 16

33. A project that involves global teams with team members operating in different physical geographic locations and different time zones.

- a) International project
- b) Program
- c) Online project
- d) Virtual project

Ans: d

Section Reference:

Level:

Bloom's:

AACSB: Diversity

Page: 16

34. The “stretched-S” pattern observed during the project life cycle, for the most part, is a result of the _____.

- a) changing levels of resources used during successive stages of the project life cycle
- b) changing attitudes of the people who work in the project.
- c) difficulty in performing the individual activities of a project.
- d) principle that work expands to fill the allotted time

Ans: a

Section Reference: 1.3 The Project Life Cycle

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 17

35. The largest amount of effort applied to a project is during its _____.

- a) conception
- b) planning, scheduling, monitoring, and control
- c) selection
- d) evaluation and termination

Ans: b

Section Reference: 1.3 The Project Life Cycle

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 17

36. Earned value is based on the concept that the percentage of project completion is closely correlated with _____.

- a) the number of levels in the project
- b) relevance of the project
- c) cost or the use of resources
- d) final assembly of the output

Ans: c

Section reference: 1.3 The Project Life Cycle

Level: advanced

Bloom's: Comprehension

AACSB: Analysis

Page: 20

37. In a conventional project life cycle, as work progresses, uncertainty about the expected outcome should _____.

- a) become a constant
- b) decrease
- c) increase
- d) be fully removed

Ans: b

Section reference: 1.3 The Project Life Cycle

Level: Easy

Bloom's: Application
AACSB: Analysis
Page: 20

38. The chance that project processes or outcomes will not turn out as planned is called _____.

- a) risk
- b) projecting
- c) effort
- d) negative outcome

Ans: a
Section Reference: Glossary
Level: Easy
Bloom's: Knowledge
AACSB: Analysis
Page: 20

39. Having only partial or no information about the situation or outcomes is called _____.

- a) uncertainty
- b) risk
- c) effort
- d) cluelessness

Ans: a
Section Reference: 1.3 The Project Life Cycle
Level: Easy
Bloom's: Knowledge
AACSB: Communication
Page: 20

40. When done properly, project management begins with _____.

- a) stakeholder interviews
- b) scope definition
- c) the initial concept for the project
- d) budget estimation

Ans: c
Section Reference: 1.4 The Structure of This Text
Level: Intermediate
Bloom's: Application
AACSB: Analysis
Page: 21

41. The attributes that characterize a project are _____.

- a) purpose, repetition, interdependencies, consistency, uncertainty, conflict, and one-time occurrence
- b) life cycle, schedule, cost, uncertainty, independence, uniqueness, and purpose
- c) resources, uniqueness, conflict, interdependencies, one-time occurrence, and finite duration
- d) purpose, life cycle, conflict, certainty, independence, performance, and finite duration

Ans: c

Section Reference: Glossary

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 24

Essay Questions

42. Briefly describe the three characteristics that are common to all projects.

Ans: The first is that every project is unique. That is, every project has some attributes that make it a one-of-a-kind undertaking. As a result of being unique, projects cannot be reduced to routine. The second is that a project is a one-time occurrence with a well-defined and specific set of desired end results. We know that since every project is unique, it must be a one-time occurrence. The outcomes must be well-defined because these outcomes are used to plan the project. Therefore, without well-defined outcomes, no project plan is possible. The third is that projects have a finite duration. In other words, they have a specific deadline.

Section Reference: 1.1 The Definition of a "Project"

Level: Easy

Bloom's: Comprehension

AACSB: Analysis

Page: 4

43. Discuss the factors that have contributed to the growth of the Project Management Institute.

Ans: The complexity of problems faced by the project manager and the rapid growth in the number project-oriented organizations has contributed to the professionalization of project management. The growth in membership reflects the growth in the use of projects as well as the importance of PMI in the development of project management as a profession. The mission of PMI is to foster the growth of project management and to build professionalism in the field. PMI is responsible for codifying the areas of learning required for competent project management. PMI also offers a certificate called the Project Management Professional (PMP®) that includes a group of education, experience, and testing requirements to be obtained.

Section Reference: 1.2 Why Project Management?

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Comprehension

AACSB: Communication

Page: 9

44. Name four benefits of project management.

Ans: The project form of organization allows the project manager to be responsive to (1) the client and the environment, (2) identify and correct problems at an early date (3) make timely decisions about trade-offs between conflicting project goals, and (4) ensure that managers of

the separate tasks that comprise the project do not optimize the performance of their individual tasks at the expense of the total project.

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Knowledge

AACSB: Analysis

Page: 9

45. What are some of the benefits of using project management?

Ans: Better control, better customer relations, shorter development times, lower costs, higher quality and reliability, higher profit margins, etc. are the benefits of using project management.

Section Reference: 1.2 Why Project Management?

Level: Easy

Bloom's: Application

AACSB: Analysis

Page: 12

46. Describe the project life cycle.

Ans: The project life cycle describes the set of tasks that must be completed in order to produce a product or service. There are many different project life cycles that exist, but a typical set includes: conception, selection, planning, scheduling, monitoring and controlling, and evaluation and termination.

Section Reference: 1.3 The Project Life Cycle

Level: Intermediate

Bloom's: Comprehension

AACSB: Analysis

Page: 16-17