

Project Management: Process, Technology, and Practice (Vaidyanathan)
Chapter 1 Projects and Project Management

1.1 True False

1) An example of a project is an accounting clerk entering journal entries.

Answer: FALSE

Diff: 2 Page Ref: 2

2) A project has a beginning and an end.

Answer: TRUE

Diff: 1 Page Ref: 2

3) Based on research cited in the textbook, 31 percent of software projects were canceled before completion and cost an average of 189 percent of their original estimates in more than half the projects.

Answer: TRUE

Diff: 3 Page Ref: 3

4) Complexity refers to the extent to which the items or elements upon which work is performed or the work processes themselves are interrelated.

Answer: FALSE

Diff: 2 Page Ref: 6

5) Interdependence refers to the number of products or operations that are performed at the same time and the resulting degree of difficulty.

Answer: FALSE

Diff: 2 Page Ref: 6

6) Complexity in a project is directly attributed to the scope of the project.

Answer: TRUE

Diff: 1 Page Ref: 7

7) When developed, the DVD player was considered a Type C Level 1 project.

Answer: TRUE

Diff: 1 Page Ref: 8

8) A project is a set of activities to solve a problem or take advantage of an opportunity.

Answer: TRUE

Diff: 1 Page Ref: 8

9) Conceptualization is a process used to set the goals of a project, develop strategies to support an organization's strategic goals, and outline tasks and schedules to accomplish the project goals.

Answer: FALSE

Diff: 2 Page Ref: 9

10) The pre-feasibility study is usually used to assess whether to conduct a full feasibility study.

Answer: TRUE

Diff: 1 Page Ref: 9

11) A discovery audit is a controlled process for identifying potential problems and opportunities.

Answer: FALSE

Diff: 2 Page Ref: 9

12) During the post-implementation phase, a project is brought to its proper completion.

Answer: FALSE

Diff: 2 Page Ref: 10

13) Quality functional deployment, Kano model, and affinity diagrams are tools used during the design phase.

Answer: TRUE

Diff: 2 Page Ref: 11

14) A clear statement of project needs is an output associated with the planning phase.

Answer: FALSE

Diff: 2 Page Ref: 11

15) Risk management plans are an output associated with the analysis phase.

Answer: FALSE

Diff: 2 Page Ref: 11

16) User manuals are an output associated with the implementation phase.

Answer: TRUE

Diff: 2 Page Ref: 11

17) Project management and engineering and services of projects are the two main streams of project activities.

Answer: TRUE

Diff: 2 Page Ref: 12

18) Final launch documents are an output associated with the closure phase.

Answer: TRUE

Diff: 2 Page Ref: 12

19) A benefit of project management is that it creates a structure and process that enables a project to be kept under control.

Answer: TRUE

Diff: 2 Page Ref: 14

20) Projects are straightforward and not restrained by technological complexity, organizational complexity, and management complexity.

Answer: FALSE

Diff: 2 Page Ref: 14

21) A project may be successfully managed but may not meet customer expectations.

Answer: TRUE

Diff: 1 Page Ref: 15

22) The project management process helps individuals and organizations map a clear strategy to complete a project successfully.

Answer: TRUE

Diff: 1 Page Ref: 14

23) The overall success factor of a project is the realized value of the project that can be measured by the project stakeholders.

Answer: TRUE

Diff: 2 Page Ref: 15

24) Project success and project management success are the same.

Answer: FALSE

Diff: 1 Page Ref: 15

25) Politics and conflicts can lead to overall project failure.

Answer: TRUE

Diff: 2 Page Ref: 15

26) Poor communication can lead to overall project failure.

Answer: TRUE

Diff: 1 Page Ref: 15

27) Scope constraint refers to the amount of time available to complete a project.

Answer: FALSE

Diff: 1 Page Ref: 16

28) Project value refers to the overall worth of a project.

Answer: TRUE

Diff: 1 Page Ref: 17

29) The discipline of project management is about providing tools and techniques to enable a project team to organize its work and meet the project success factors.

Answer: TRUE

Diff: 1 Page Ref: 17

30) Stringent performance measures can lead to increased time, increased scope, and increased cost.

Answer: TRUE

Diff: 2 Page Ref: 17

1.2 Multiple Choice

1) A unique activity that adds value, expends resources, has beginning and end dates, and has constraints and requirements that include scope, cost, schedule performance, resources and value best defines

- A) project.
- B) task.
- C) activity.
- D) job.

Answer: A

Diff: 1 Page Ref: 2

2) A project

A) has a beginning and a definite end.

B) expends resources.

C) has constraints and requirements that may include scope, budget, schedule, and resources, performance factors, and creation of value to stakeholders.

D) All of the above are correct.

Answer: D

Diff: 2 Page Ref: 2

3) According to a study cited in the textbook, inadequate management practices are associated with project failure. What is the percentage?

- A) 45%
- B) 65%
- C) 25%
- D) 5%

Answer: B

Diff: 3 Page Ref: 4

4) Constructing buildings as environmentally friendly and energy efficient as possible by using more recyclable and earth-friendly products best describes

- A) red construction.
- B) blue construction.
- C) green construction.
- D) yellow construction.

Answer: C

Diff: 1 Page Ref: 6

5) Each of the following is an underlying dimension encompassing almost all aspects of technology **except**

- A) interdependence.
- B) uncertainty.
- C) complexity.
- D) distribution.

Answer: D

Diff: 3 Page Ref: 6

6) The number of products or operations that are performed at the same time and the resulting degree of difficulty best defines

- A) complexity.
- B) interdependence.
- C) uncertainty.
- D) product count.

Answer: A

Diff: 2 Page Ref: 6

7) The extent to which the items or elements upon which work is performed or the work processes themselves are interrelated best defines

- A) uncertainty.
- B) interdependence.
- C) sufficiency.
- D) complexity.

Answer: B

Diff: 3 Page Ref: 6

8) The variability in the process of transformation of inputs to outputs or in the inputs themselves best defines

- A) specificity.
- B) complexity.
- C) uncertainty.
- D) interdependence.

Answer: C

Diff: 3 Page Ref: 6

9) Projects requiring development of new technologies, providing great competitive advantage are classified as

- A) Type A projects.
- B) Type B projects.
- C) Type C projects.
- D) Type D projects.

Answer: D

Diff: 2 Page Ref: 7

10) Projects relying on mature technologies for all industries to have equal access are classified as

- A) Type A projects.
- B) Type B projects.
- C) Type C projects.
- D) Type D projects.

Answer: A

Diff: 3 Page Ref: 7

11) When classified according to complexity, a public transportation system project would be classified as a

- A) Level 2.
- B) Level 3.
- C) Level 1.
- D) Level 4.

Answer: B

Diff: 2 Page Ref: 7

12) A project life span is

- A) a progression through a series of differing stages of project development.
- B) the total of the phases through which a project passes from the time it is initially conceived until the time it is either in use as a success or abandoned as a failure.
- C) often used to explain changes in project strategic decision priorities, changes in project strategic outlook, and their effect on organizational structure and perceptions of organizational effectiveness criteria.
- D) all of the above.

Answer: D

Diff: 2 Page Ref: 8

13) Factors affecting project progress include each of the following **except**

- A) cost of each phase.
- B) value chain assessment during each phase.
- C) resource allocation in each phase.
- D) amount of materials utilized in each phase.

Answer: B

Diff: 2 Page Ref: 8

14) The first phase in the project life span is

- A) design.
- B) conceptualization.
- C) planning.
- D) implementation.

Answer: B

Diff: 2 Page Ref: 9

15) An idea or thought that refers to the reflection of a targeted business function or process and how the various facets of the process or function relate to each other best defines

- A) commitment.
- B) pre-feasibility study.
- C) conceptualization.
- D) closure.

Answer: C

Diff: 2 Page Ref: 9

16) A preliminary study to assess whether to conduct a full feasibility study or not best describes

- A) conceptualization.
- B) case justification.
- C) alignment.
- D) pre-feasibility study.

Answer: D

Diff: 2 Page Ref: 9

17) A process used to set the goals of a project, develop strategies to support an organization's strategic goals, and outline tasks and schedules to accomplish the project goals best defines

- A) planning.
- B) assessment.
- C) implementation.
- D) conceptualization.

Answer: A

Diff: 2 Page Ref: 9

18) Which of the following project life span phases helps to identify certain technical problems and issues in a project that may require additional investigation?

- A) conceptualization
- B) planning
- C) design
- D) implementation

Answer: B

Diff: 2 Page Ref: 10

19) A detailed study in a controlled process to identify potential problems and opportunities best defines

- A) project plan.
- B) project charter.
- C) feasibility study.
- D) request for proposal.

Answer: C

Diff: 2 Page Ref: 10

20) In which of the following phases are products, services, and systems realized?

- A) conceptualization
- B) planning
- C) design
- D) implementation

Answer: D

Diff: 2 Page Ref: 10

21) Software being coded, contracts tendered and awarded, and construction work being undertaken will generally occur during

- A) conceptualization.
- B) planning.
- C) design.
- D) implementation.

Answer: D

Diff: 2 Page Ref: 10

22) During this phase, progress and success are measured, project documents are archived, lessons learned are captured, and project activities are formally closed.

- A) post-implementation
- B) closure
- C) conceptualization
- D) implementation

Answer: A

Diff: 2 Page Ref: 11

23) Project life span phases include each of the following **except**

- A) reassignment.
- B) design.
- C) planning.
- D) implementation.

Answer: A

Diff: 3 Page Ref: 11

24) Outputs for this phase include communication plans, change management plans, performance plans, and value plans.

- A) implementation
- B) planning
- C) conceptualization
- D) design

Answer: B

Diff: 3 Page Ref: 11

25) Tested product or system, training manuals, and user manuals are outputs of this phase.

- A) conceptualization
- B) design
- C) implementation
- D) closure

Answer: C

Diff: 3 Page Ref: 11

26) Customer acceptance documents are an output of this phase.

- A) conceptualization
- B) analysis design/development
- C) implementation execution testing
- D) launch termination closure

Answer: D

Diff: 2 Page Ref: 12

27) The act of collaboration among people and other required resources such that a project is planned, organized, and controlled effectively to accomplish its goals and objectives best defines

- A) project management.
- B) knowledge acquisition.
- C) project planning.
- D) project implementation.

Answer: A

Diff: 2 Page Ref: 12

28) Project failure is caused by each of the following **except**

- A) cost and duration.
- B) enhanced communication.
- C) unrealistic goals.
- D) customer dissatisfaction.

Answer: B

Diff: 2 Page Ref: 15

29) Factors that may cause project management to fail include

- A) wrong project manager.
- B) lack or misuse of project management techniques.
- C) inadequate rationale, objectives, tasks, and goals.
- D) all of the above.

Answer: D

Diff: 1 Page Ref: 15

- 30) Successful project management requires each of the following **except**
- A) good planning and required resources with a commitment to complete projects.
 - B) a skilled project manager.
 - C) good communication and information flows.
 - D) end users with project management experience.

Answer: D

Diff: 3 Page Ref: 15

- 31) Factors and constraints affecting either the success or failure of projects include
- A) completion of the project to maximize project value for stakeholders.
 - B) completion of the project within established performance and technology standards.
 - C) completion of the project within allocated resources.
 - D) all of the above.

Answer: D

Diff: 2 Page Ref: 16

- 32) An available supply of assets, capabilities, processes, attributes, and knowledge in an organization best defines
- A) project resources.
 - B) project inventory.
 - C) project repository.
 - D) project scope.

Answer: A

Diff: 2 Page Ref: 16

- 33) The general work that needs to be accomplished to deliver a product, a system, a structure, or a service with the specified features and functions best defines
- A) product scope.
 - B) project scope.
 - C) project range.
 - D) project deliverable.

Answer: B

Diff: 2 Page Ref: 16

- 34) The list of all activities of a project with intended start and end dates linked by dependencies and constraints of a project best defines
- A) project calendar.
 - B) business case.
 - C) project schedule.
 - D) project scope.

Answer: C

Diff: 2 Page Ref: 16

35) The sum of all costs to complete a project best describes

- A) feasibility costs.
- B) total cost of ownership.
- C) project budget.
- D) project costs.

Answer: D

Diff: 1 Page Ref: 16

36) Which of the following consists of the features and functions that characterize a product, a service, a system, or a structure?

- A) project scope
- B) product scope
- C) business case
- D) project deliverable

Answer: B

Diff: 2 Page Ref: 16

37) The overall quality of a project in terms of its impacts and benefits best defines

- A) project feasibility.
- B) project range.
- C) project performance.
- D) project scope.

Answer: C

Diff: 2 Page Ref: 16

38) The foundation of successful projects includes each of the following **except**

- A) money.
- B) strategy.
- C) leadership.
- D) management.

Answer: A

Diff: 3 Page Ref: 17

39) A communication plan is developed during the

- A) design phase.
- B) planning phase.
- C) conceptualization phase.
- D) closure phase.

Answer: B

Diff: 2 Page Ref: 19

40) An investigation of available resources is undertaken during the

- A) planning phase.
- B) design phase.
- C) conceptualization phase.
- D) implementation phase.

Answer: C

Diff: 2 Page Ref: 19

41) A project audit is conducted during the

- A) post-implementation phase.
- B) design phase.
- C) conceptualization phase.
- D) closure phase.

Answer: D

Diff: 2 Page Ref: 19

42) The project is finalized during the

- A) closure phase.
- B) post-implementation phase.
- C) design phase.
- D) implementation phase.

Answer: A

Diff: 3 Page Ref: 19

43) Quality standards are refined during the

- A) conceptualization phase.
- B) planning phase.
- C) design phase.
- D) implementation phase.

Answer: B

Diff: 2 Page Ref: 20

44) Establishing lessons learned occurs during the

- A) conceptualization phase.
- B) planning phase.
- C) post-implementation phase.
- D) implementation phase.

Answer: C

Diff: 2 Page Ref: 20

45) Ensuring compliance plans occurs during the

- A) planning phase.
- B) post-implementation phase.
- C) implementation phase.
- D) design phase.

Answer: D

Diff: 2 Page Ref: 20

1.3 Essay

1) List five potential benefits of project management.

Answer: Potential benefits include: (1) project management will make sure that the scope of a project as required by a customer is completely met; (2) project management provides a process that can be followed to the successful completion of projects; (3) the first successful project management process will lead the way to successfully complete many more projects; (4) success from project management will inspire individuals and organizations to perform efficiently in the future; and (5) the project management process will help individuals and organizations to map a clear strategy to complete a project successfully.

Diff: 2 Page Ref: 14

2) Define project. Identify four major types of projects.

Answer: A project is a unique activity that adds value, expends resources, has beginning and end dates, and has constraints and requirements that include scope, cost, schedule performance, resources, and value. Project types may include information system projects, healthcare projects, new product development projects, and construction projects.

Diff: 2 Page Ref: 2-6

3) For each project life span phase, identify one tool that may be used.

Answer: Tools used during the project life span phases include: (1) conceptualization - SWOT analysis; (2) planning - project planning software; (3) design - quality functional deployment; (4) implementation - project management software; (5) closure - brainstorming; and (6) post-implementation - surveys. Table 1-3 provides additional examples.

Diff: 2 Page Ref: 11-12

4) Identify six factors and constraints that affect either the success or the failure of projects.

Answer: Six factors and constraints that affect either the success or the failure of projects include (1) completion of the project within scope or customer requirements; (2) completion of project within allocated budget; (3) completion of project within allocated schedule or period of time; (4) completion of project using allocated resources; (5) completion of project within established performance and technology standards; and (6) completion of project to maximize project value for stakeholders.

Diff: 2 Page Ref: 16

5) List the six project life span phases. For each phase, identify one task completed during that phase.

Answer: Conceptualization, planning, design, implementation, closure, and post-implementation are the six phases. Respectively, the tasks are developing a project proposal, establishing a SOW, executing a project plan, monitoring scope, conducting a project audit, and soliciting feedback from stakeholders. Additional examples are provided in Table 1-6.

Diff: 2 Page Ref: 19-20