Project Management 6th edition Pinto Test Bank

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Project Management: Achieving Competitive Advantage, 6e **(Pinto)**
Chapter 1 Introduction: Why Project Management?

1.1 The Need for Projects

1) Projects, rather than repetitive tasks, are now the basis for most value-added in business.
Answer: TRUE
Diff: 1
Section: 1.1 The Need for Projects
LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business.
Classification: Application
AACSB: Application of Knowledge

2) Projects are one of the principal means by which we change our world.
Answer: TRUE
Diff: 1
Section: 1.1 The Need for Projects
LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business.
Classification: Application
AACSB: Application of Knowledge

3) Companies face international competition and the need to rapidly pursue commercial opportunities. They must do which of the following?
A) Modify and introduce products constantly, respond to customers as fast as possible, and maintain competitive cost and operating levels.
B) Make products repetitively, communicate with the stakeholders often, and maintain costs and operations.
C) Update products regularly, respond to customers as fast as possible, and improve overhead costs and operations.
D) Launch new products often, respond to stakeholders frequently, and maintain competitive costs and operating levels.
Answer: A
Diff: 2
Section: 1.1 The Need for Projects
LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business.
Classification: Application
AACSB: Application of Knowledge

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4) According to Joy Gumz's analogy, what role does project management play in an organization?
A) It maintains daily operations.
B) It sets long-term strategic goals.
C) It drives organizational progress.
D) It reduces the need for innovation.
Answer: C
Diff: 2
Section: 1.1 The Need for Projects
LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business.
Classification: Application
AACSB: Application of Knowledge

5) What characteristics do companies such as Google, Apple, Ericsson, Tata Motors, Lockheed-Martin, and Oracle share?
Answer: They had developed and committed themselves to project management as a competitive tool.
Diff: 2
Section: 1.1 The Need for Projects
LO: 1.1: Understand why project management is becoming such a powerful and popular practice in business.
Classification: Application
AACSB: Application of Knowledge

1.2 What is a Project?

1) What roles do traditional process management duties of planning, organizing, and controlling play in project management, if any?
Answer: The traditional managerial duties of planning, organizing, and controlling all apply to project management. Project managers must be technically well-versed, proficient at administrative functions, willing and able to assume leadership roles, and above all, goal-oriented. The project manager is the person most responsible for keeping track of the big picture.
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

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2) Why is project management challenging?
Answer: Projects present challenges for a number of reasons; by their nature, they are often dramatic departures from the routine process-oriented work that employees are accustomed to. Projects face budget, time, and resource constraints, and these resources must often be marshaled from across the organization.
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

3) A project typically has:
A) A defined start and end date.
B) A defined start date but no defined end date.
C) No defined start, but a defined end date.
D) No defined start or end date.
Answer: A
Diff: 1
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Concept
AACSB: Application of Knowledge

4) The acronym PMBoK stands for:
A) The Personal Management Before or Kernel.
B) The Project Movement Behind our Kernel.
C) The Project Management Body of Knowledge.
D) The Performance Measurement Body of Knowledge.
Answer: C
Diff: 1
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

5) There is no such thing as a project team:
A) With a deliverable.
B) With an ongoing, non-specific purpose.
C) With a goal.
D) With a project manager.
Answer: B
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
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6) Which of these is a characteristic of a project?
A) Projects are responsible for the newest and most improved products, services, and organizational processes.
B) Projects are ad hoc endeavors with an optimistic life cycle.
C) Projects provide a philosophy and strategy for the management of operations.
D) Traditional process management functions of planning, organizing, and controlling do not apply to project management.
Answer: A
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

7) Which of the following is a project constraint?
A) The product brand
B) Customer requirements
C) The schedule
D) The product defects
Answer: C
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

8) A typical project stays within functional and organizational boundaries.
Answer: FALSE
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Concept
AACSB: Application of Knowledge

9) A project exists outside of the standard line organization.
Answer: TRUE
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
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10) What is a project?
Answer: The author offers a number of definitions, including the Project Management Institute's statement, "a temporary endeavor undertaken to create a unique product or service." A synthesis of the definitions offered might be that projects are customer-focused, complex, one-time processes limited by budget, schedule, and resources that are developed to resolve a clear goal or set of goals.
Diff: 1
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Concept
AACSB: Application of Knowledge

11) Studies of IT projects reveal that:
A) Initial cost estimates are overrun by an average of 15%.
B) Over 66% of IT projects were delivered to customers but not used.
C) About 25% of all IT projects become runaways by overshooting budgets and timetables.
D) Software and/or hardware projects fail at a rate of 65%.
Answer: D
Diff: 3
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Integration of real-world business experiences

12) Which of the following is accomplished through project management?
A) A cellular phone company activates a new customer's service.
B) An automotive manufacturer produces a day's quota of vehicles.
C) A software developer creates a new crash-proof operating system.
D) A retailer restocks the shelves after a day of brisk sales.
Answer: C
Diff: 1
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

13) Projects differ from classic organizational processes because projects are:
A) Discrete activities.
B) Part of line organization.
C) Well-established systems in place to integrate efforts.
D) Multi-objective.
Answer: A
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
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14) Process management features _____ with respect to project management.
A) greater team member heterogeneity
B) greater certainty of performance
C) fewer numbers of goals and objectives
D) lower adherence to established practices
Answer: C
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

15) Projects are typically ongoing, day-to-day activities that have goods and services as outputs.
Answer: FALSE
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Concept
AACSB: Application of Knowledge

16) The special nature of projects relieves project managers from their routine of planning, organizing, motivating, directing, and controlling.
Answer: FALSE
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
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17) What are the key differences between projects and processes?
Answer: A process refers to ongoing, day-to-day activities in which an organization engages while producing goods and services. Processes use existing systems, properties, and capabilities in a continuous, fairly repetitive manner. Projects take place outside the normal, process-oriented world of the firm, and project management activities remain unique and separate from the manner in which process-oriented work is performed. Differences are listed in the table reproduced below.

Process	Project
Repeat process of product	New process or product
Several objectives	One objective
Ongoing	One shot–limited life
People are homogeneous	More heterogeneous
Well established systems in place to integrate efforts	Systems must be created to integrate efforts
Greater certainty of performance, cost, schedule	Greater uncertainty of performance, cost, schedule
Part of line organization	Outside of line organization
Bastions of established practice	Violates established practice

Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
AACSB: Application of Knowledge

18) Pick any organization in the recent business news and provide examples of both project and process work that this company is well known for.
Answer: Examples will vary, but the project work examples should clearly depart from the day-to-day routine work of the company. The project examples should demonstrate the understanding that projects are complex, one-time processes limited by budget, schedule, and resources that are developed to resolve a clear set of goals.
Diff: 2
Section: 1.2 What Is a Project?
LO: 1.2: Recognize the basic properties of projects, including their definition.
Classification: Application
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1.3 Why are Projects Important?

1) The emergence of global markets has made project management skills more critical.
Answer: TRUE
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

2) Why are projects important?
Answer: Today's businesses face a set of pressures that make projects crucial in helping an organization achieve its strategic goals. These pressures include shortened product life cycles, narrow product launch windows, increasingly complex and technical products, the emergence of global markets, and an economic period marked by low inflation.
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Concept
AACSB: Application of Knowledge

3) Why is project management considered an excellent training ground for future senior executives in many organizations?
Answer: One of the unique aspects of projects is their unique blend of technical and behavioral challenges. The technical side of project management requires managers to become skilled in project selection, budgeting and resource management, planning and scheduling, and tracking their projects. The behavioral side of project management requires project managers to bring together individuals from across the organization, mold them into a team, manage conflict, provide leadership, and engage in negotiation and appropriate political behavior.
Diff: 2
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

4) A product is introduced into a market, gains the acceptance of a fickle public, and finally is supplanted by a new and improved offering. This phenomenon is known as the:
A) Product life cycle.
B) Rule of 80.
C) Mendoza line.
D) Beta.
Answer: A
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

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5) The period of time that is ideal to achieve the success of a new product is the:
A) Moment.
B) Launch window.
C) Window of opportunity.
D) Momentito.
Answer: B
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Concept
AACSB: Application of Knowledge

6) Product life cycles are longer now than twenty years ago.
Answer: FALSE
Diff: 2
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

7) A business reality that makes effective project management critical is the fact that:
A) Products are becoming increasingly simple.
B) Inflation is rampant.
C) Product life cycles are compressing.
D) Product launch windows are widening.
Answer: C
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

8) The behavioral side of project management emphasizes:
A) Scheduling.
B) Leadership.
C) Planning.
D) Project selection.
Answer: B
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Concept
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9) One unique feature of projects is that they blend both:
A) Financial and behavioral challenges.
B) Technical and temporal challenges.
C) Technical and behavioral challenges.
D) Financial and temporal challenges.
Answer: C
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Concept
AACSB: Application of Knowledge

10) Project management is a useful training ground for:
A) Interns.
B) Recent graduates.
C) Employees of recently acquired companies.
D) Senior executives.
Answer: D
Diff: 1
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Concept
AACSB: Application of Knowledge

11) What changes in the business environment have necessitated a greater use of project management skills?
Answer: Today's businesses face a set of pressures that make projects crucial in helping an organization achieve its strategic goals. These pressures include shortened product life cycles, narrow product launch windows, increasingly complex and technical products, the emergence of global markets, and an economic period marked by low inflation.
Diff: 2
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
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12) Provide an example from the past year that demonstrates the criticality of achieving a narrow launch window by demonstrating two similar projects/products being launched in short succession or a product or service launch that was well or poorly timed to market conditions.
Answer: Examples will vary. Common examples include movies that made or missed the summer season of optimal time for Oscar consideration, or were released simultaneously with superior offerings; consumer electronic products that made or missed traditional peak demand times or were released shortly after or before a competitor's offering; and concept restaurants or retail stores that failed to live up to expectations.
Diff: 2
Section: 1.3 Why Are Projects Important?
LO: 1.3: Understand why effective project management is a challenge.
Classification: Application
AACSB: Application of Knowledge

1.4 Project Life Cycles

1) Geoffco's project manager names three individuals and requests a project budget of $3,000,000 for the new 8-Pod, a backpack-sized personal music player for 8-track tapes capable of holding up to 100 songs from the '60s and '70s. This important step takes place during _____ of the project life cycle.
A) planning
B) conceptualization
C) execution
D) termination
Answer: B
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

2) The man-hours requirement is typically at a peak during the _____ phase of the project life cycle.
A) planning
B) conceptualization
C) execution
D) termination
Answer: C
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
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3) Individual activities and their durations are developed during the _____ phase of the project life cycle.
A) planning
B) conceptualization
C) execution
D) termination
Answer: A
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
AACSB: Application of Knowledge

4) The general contractor handed Antoni Gaudi the keys to his dream home during the _____ phase of the project life cycle.
A) planning
B) conceptualization
C) execution
D) termination
Answer: D
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
AACSB: Application of Knowledge

5) Keith Monroe nails hundreds of pieces of culled lumber in the blazing July sun to form a parquet deck for his barn roof. He and his assistant are clearly in:
A) The termination stage of the project life cycle.
B) The planning stage of the project life cycle.
C) The execution stage of the project life cycle.
D) Way over their heads.
Answer: C
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
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6) The MBA redesign committee presents the results of their five-year project to their bemused Dean. They hope it is not just wishful thinking that they are in the:
A) Planning phase.
B) Conceptualization phase.
C) Execution phase.
D) Termination phase.
Answer: D
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
AACSB: Application of Knowledge

7) Client interest is typically at its lowest during the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: C
Diff: 3
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

8) The degree of innovation and creativity is typically at its highest during the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: C
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
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9) Which of these factors are essentially complete opposites from an intensity perspective across the project life cycle?
A) Client Interest and Creativity
B) Creativity and Resources
C) Resources and Project Stake
D) Project Stake and Client Interest
Answer: A
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

10) Which of these factors are essentially complete opposites from an intensity perspective across the project life cycle?
A) Client Interest and Uncertainty
B) Creativity and Resources
C) Uncertainty and Project Stake
D) Project Stake and Client Interest
Answer: C
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

11) Which of these factors are highly similar from an intensity perspective across the project life cycle?
A) Client Interest and Creativity
B) Creativity and Resources
C) Resources and Project Stake
D) Project Stake and Uncertainty
Answer: B
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
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12) The amount of corporate investment is typically at its lowest in the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: A
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

13) The amount of corporate investment is typically at its highest in the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: D
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

14) The degree of risk associated with the project is typically at its highest during the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: A
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
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15) The technical challenges that the project has to face are typically at their lowest during the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: D
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

16) The commitment of financial, human, and technical resources is highest during the:
A) Conceptualization phase.
B) Planning phase.
C) Execution phase.
D) Termination phase.
Answer: C
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

17) Which of these effects exhibits an intensity level that is a nearly perfect sinusoid?
A) Client interest
B) Uncertainty
C) Creativity
D) Resources
Answer: A
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
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18) The initial goal and technical specifications of the project are developed during the planning stage.
Answer: FALSE
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

19) Client interest in a project is highest during the termination and conceptual phases.
Answer: TRUE
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

20) Describe the activities that occur at each stage of a project.
Answer: Stages in a project's development are referred to as the project life cycle, which consists of conceptualization, planning, execution, and termination. In the conceptualization stage, the scope of the work is determined, necessary resources are identified, and important organizational stakeholders are signed on. In the planning stage, all detailed specifications, schematics, schedules, and other plans are developed. Individual pieces of the project are broken down, individual assignments are made, and the process for completion is delineated. During the execution phase, the system is developed, or the product is created and fabricated. Termination occurs when the completed project is transferred to the customer, the project's resources are reassigned, and the project is formally closed out.
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
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21) Use the project life cycle and intensity level graph to describe your journey in your current degree program. Provide the number of credit hours you have earned, and the number remaining in your program, and briefly describe key events that show peaks or valleys in the five components.
Answer: Examples will vary, but the student should construct the intensity level versus time plot and show uncertainty, creativity, resources, project stake, and client interest waxing and waning as he moves through the PLC.
Diff: 1
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Concept
AACSB: Application of Knowledge

22) Where in the project life cycle are the intensity level of resources and client interest at their highest? Why is this the case?
Answer: The intensity level of resources peaks during the execution phase of the project life cycle. The actual work is performed during this phase, so the commitment of financial, human, and technical resources peaks at this time. The level of enthusiasm or concern expressed by the project's intended customer peaks in both the conceptualization and termination phases. The client is initially very interested because they provide input on the goal and specifications of the project. Project work moves out of the conceptual phase to a more internal mode, and the client's interest wanes until the project nears delivery. At this point, the client's interest peaks again as they prepare to receive the completed project and all the associated benefits.
Diff: 2
Section: 1.4 Project Life Cycles
LO: 1.4: Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
Classification: Application
AACSB: Application of Knowledge

1.5 Determinants of Project Success

1) The most recent addition to the four criteria of project success is:
A) Time.
B) Cost.
C) Performance.
D) Client acceptance.
Answer: D
Diff: 1
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

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2) The project success criteria that functions as a quality check is:
A) Time.
B) Cost.
C) Performance.
D) Client acceptance.
Answer: C
Diff: 1
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

3) Which of the following statements about project success criteria is BEST?
A) Project cost is an external performance measure.
B) Completion time is an internal performance measure.
C) Client acceptance is an internal performance measure.
D) Client acceptance is often referred to as conducting a "quality" check.
Answer: B
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

4) A design project is completed on time, under budget, to the customer's satisfaction, and in adherence to the technical specifications agreed. The new product takes the market by storm, and everyone associated with the project receives a coveted gold star. Under the four dimensions of project success model, the project still needs to show:
A) Future potential.
B) Business success.
C) Impact on the customer.
D) Efficiency.
Answer: A
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
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5) Some argue that the quadruple constraint is insufficient for determining the success of a project. Instead, the quadruple constraint must be considered along with:
A) The project's potential for generating future opportunities.
B) The project's ability to harm competitors.
C) The project's risk in relation to its reward.
D) The project's efficiency as it approaches 100%.
Answer: A
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

6) The dimension of project success that is realized first (chronologically) is:
A) Future potential.
B) Business success.
C) Impact on the customer.
D) Efficiency.
Answer: D
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

7) The dimension of project success that is realized last (chronologically) is:
A) Future potential.
B) Business success.
C) Impact on the customer.
D) Efficiency.
Answer: A
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
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8) The dimension of project success that is measured by both an internal and external criterion is:
A) Future potential.
B) Business success.
C) Impact on the customer.
D) Efficiency.
Answer: C
Diff: 3
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

9) In the Atkinson model of project success, a project's impact to the surrounding community would be classified as:
A) An element of the iron triangle.
B) A stakeholder benefit.
C) An organizational benefit.
D) A strategic goal.
Answer: B
Diff: 3
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

10) In the Atkinson model of project success, stakeholder benefits NOT accrued by the organization might include:
A) Improved effectiveness.
B) Improved efficiency.
C) Social and environmental impact.
D) Increased profits.
Answer: C
Diff: 3
Section: 1.5 Determinants of Project Success
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11) The Atkinson model considers which of these benefits is being accrued by the organization if a project is successful?
A) Information quality
B) Validity
C) Satisfied users
D) Increased profits
Answer: D
Diff: 3
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

12) All groups that are affected by a project are known by this name:
A) Ombudsmen.
B) Team members.
C) Minions.
D) Stakeholders.
Answer: D
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

13) An information system project might be assessed by which of the following criteria?
A) Maintainability
B) Reduced waste
C) Time
D) Personal development
Answer: A
Diff: 2
Section: 1.5 Determinants of Project Success
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Classification: Application
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14) The classic triple constraint standard for project performance is composed of time, cost, and client acceptance.
Answer: FALSE
Diff: 2
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LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Concept
AACSB: Application of Knowledge

15) The business success dimension of project success determines whether the project achieved significant commercial success.
Answer: TRUE
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

16) The Atkinson model for assessing project success gathers input from all of the project's stakeholders.
Answer: TRUE
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
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17) Rank the determinants of project success from most important to least important and justify your rankings.
Answer: Answers regarding ranking may vary since, for example, circumstances may dictate that time is an overriding concern at the expense of quality and cost. The determinants of project success are: conformance to budget, schedule, performance specifications, and client acceptance.
Time–Projects are constrained by a specified timeframe during which they must be completed; they are not supposed to continue indefinitely.
Cost–Projects must meet budgeted allowances in order to use resources as efficiently as possible.
Performance–Projects are developed in order to adhere to some initially determined technical specifications. Performance measurement means determining whether the finished product operates according to specifications.
Client acceptance–Projects are developed with customers in mind; their purpose is to satisfy customers' needs. If the completed project meets all internal criteria but does not satisfy the customer, then the project has not been a complete success.
Diff: 3
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

18) Discuss the internal and external measures of project success.
Answer: The determinants of project success are the internal measures of time, cost, and performance, and the external measure of client acceptance.
Time–Projects are constrained by a specified timeframe during which they must be completed; they are not supposed to continue indefinitely.
Cost–Projects must meet budgeted allowances in order to use resources as efficiently as possible.
Performance–Projects are developed in order to adhere to some initially determined technical specifications. Performance measurement means determining whether the finished product operates according to specifications.
Client acceptance–Projects are developed with customers in mind; their purpose is to satisfy customers' needs. If the completed project meets all internal criteria but does not satisfy the customer, then the project has not been a complete success.
Diff: 1
Section: 1.5 Determinants of Project Success
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19) Describe the elements of the Atkinson model of project success.
Answer: The Atkinson model incorporates the input of all stakeholders in assessing project success. Stakeholders are all groups that are affected by a project, for example, employees, customers, end users, the community, suppliers, etc. The Atkinson model begins with the traditional iron triangle of time, cost, and performance and adds considerations of the benefits accrued by organizational and external stakeholders.
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
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20) One model of project success offered in the chapter looks beyond the current project into the future. Comment on the elements of this model and their impact along the timeline from project completion to well beyond this point in time.
Answer: This framework was proposed by Shenhar, Levy, and Dvir and contains in chronological order, the elements of project efficiency, impact on the customer, business success, and preparing for the future. The immediate measure of success is efficiency, that is, have the project budget and schedule been achieved? More importantly, have the customer's needs, technical specifications been met? Next, has the project achieved the commercial success that was hoped for? Finally, has the project opened new markets or new product lines, helped develop new technologies, or developed new skills for the organization?
Diff: 2
Section: 1.5 Determinants of Project Success
LO: 1.5: Understand the concept of project "success," including various definitions of success, as well as the alternative models of success.
Classification: Application
AACSB: Application of Knowledge

1.6 Developing Project Management Maturity

1) The use of benchmarking allows companies that are relatively immature at project management to achieve quantum leaps of improvement.
Answer: FALSE
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
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2) Most effective project maturity models chart both a set of standards that are currently accepted as state-of-the-art, as well as a process for achieving significant movement towards these benchmarks.
Answer: TRUE
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

3) Acme uses no recognizable project management processes and has entertaining project meetings because each member has a unique way of reporting progress, or lack thereof. Acme is most likely at the moderate level in the generic project management maturity model.
Answer: FALSE
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

4) Any organization, no matter how initially unskilled in project management, can begin to chart a course toward the type of project organization they wish to become.
Answer: TRUE
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Concept
AACSB: Application of Knowledge

5) ABC company compares the way they manage projects with the way rival NBC company manages projects. ABC company is engaged in:
A) Corporate espionage
B) Ring level 0.
C) Competitive benchmarking.
D) Cutting edge practices.
Answer: C
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
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6) Project management maturity models are NOT used to:
A) Compare practices against an industry standard.
B) Define a systematic route for improving project management practices.
C) Evaluate current project management practices.
D) Ascertain all stakeholders relevant to a project in the conceptualization phase.
Answer: D
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

7) A spider-web diagram is useful for:
A) Showing company performance on a number of criteria simultaneously.
B) Collecting data on how a competitor manages projects.
C) Identifying industry standards for project management maturity.
D) Coaching, evaluating, and auditing projects.
Answer: A
Diff: 1
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Concept
AACSB: Application of Knowledge

8) Maynard and Zed construct a spider-web diagram for their latest initiative at the pawn shop. The rings of their spider web diagram show:
A) The dimensions or success factors that are most important to the pawn shop.
B) The scores achieved on each of the dimensions.
C) The competitive comparison among other pawn shop projects.
D) The relative importance of each of the dimensions or critical success factors.
Answer: B
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Concept
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9) The project maturity model developed by the Center for Business Practices would have _____ rings if a spider-web diagram were used.
A) three
B) four
C) five
D) six
Answer: C
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

10) The most basic level in Kerzner's project management maturity model is:
A) Common language.
B) Common processes.
C) Initial process.
D) Ad hoc.
Answer: A
Diff: 1
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Concept
AACSB: Application of Knowledge

11) Carnegie Mellon's SEI model, ESI International's project framework, and the Center for Business Practices all call their highest level of maturity:
A) Continuous improvement.
B) Optimizing.
C) Ganbei.
D) Comprehensive.
Answer: B
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
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12) The author's synthesis of all well-known maturity models states that moderate project management maturity is characterized by:
A) Ad hoc processes.
B) Little support from upper management.
C) Project management training programs.
D) Active exploration of ways to improve project management.
Answer: C
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

13) The maturity models presented in this chapter all demonstrate that:
A) Project management maturity must have at least three levels.
B) Project management maturity tends to stagnate and then improve in a sudden burst to the next level.
C) Project management maturity can be measured only imprecisely.
D) Project management maturity is an ongoing process based on continuous improvement.
Answer: D
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

14) Among the maturity models presented in this chapter, the one term that could be used to characterize the lowest level of each is:
A) Ad hoc.
B) Ad nauseam.
C) Integrated.
D) Derivative.
Answer: A
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
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15) What are project management maturity models used for?
Answer: Project management maturity models are used to allow organizations to benchmark the best practices of successful project management firms. Project maturity models recognize that different organizations are currently at different levels of sophistication in their best practices for managing projects.
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

16) Describe the spider-web methodology for displaying project management maturity and present any five components of project management practice that can be displayed using this technique.
Answer: A spider-web diagram (or radar chart) derives its name from its visual similarity to a spider-web, consisting of some number of spokes connected by concentric rings. The spokes represent the components of project management practice that the organization chooses to measure. The rings represent levels of achievement for each of the components.
Diff: 2
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

17) Describe the project management characteristics of firms that reside at the lowest levels of the ESI, SEI, Center for Business Practice, and Kerzner maturity models and characteristics of firms that reside at the highest levels of these models.
Answer: The lowest level of each model is occupied by companies that have no clear sense of project management. There is no common project management language within these companies, and management processes, if any exist, are ad hoc. Firms occupying the highest level of project management maturity are project savvy, having progressed beyond simply applying project management to processes. These firms actively explore ways to continuously improve project management techniques and procedures.
Diff: 3
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
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18) What are the three levels of the generic project management maturity model and what are the characteristics of a company at each level? Provide examples of organizations at each of these levels and support your choices.
Answer: The lowest maturity level of the generic model is reserved for companies that have an ad hoc approach to project management. There is no common language for project management, and little support for project workers and the projects. At the moderate maturity level, the organization has defined practices, some training programs for project management, and organizational support dedicated to these efforts. At the high maturity level, the process of project management is institutionalized and there are continuous improvement efforts underway from one project to the next. Example organizations will vary.
Diff: 3
Section: 1.6 Developing Project Management Maturity
LO: 1.6: Understand the purpose of project maturity models and the process of benchmarking in organizations.
Classification: Application
AACSB: Application of Knowledge

1.7 Employability Skills

1) Which of the following employability skills is defined as the effective use of oral, written, and nonverbal communication skills for multiple purposes, such as to inform, instruct, motivate, persuade, and share ideas?
A) Critical thinking
B) Communication
C) Collaboration
D) Data literacy
Answer: B
Diff: 1
Section: 1.7 Employability Skills
LO: 1.7: Recognize how mastery of the discipline of project management enhances critical employability skills for university graduates.
Classification: Application
AACSB: Application of Knowledge

2) Which of the following employability skills is used to define and solve problems, make decisions, or form judgments related to a particular situation or set of circumstances?
A) Critical thinking
B) Communication
C) Collaboration
D) Data literacy
Answer: A
Diff: 1
Section: 1.7 Employability Skills
LO: 1.7: Recognize how mastery of the discipline of project management enhances critical employability skills for university graduates.
Classification: Application
AACSB: Application of Knowledge

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3) The employability skills referred to as data literacy is best defined as:
A) The ability to learn a concept and then appropriately apply the knowledge in another setting to achieve a higher level of understanding.
B) The ability to define and solve problems, make decisions, or form judgments related to a particular situation or set of circumstances.
C) The ability to access, assess, interpret, manipulate, summarize, and communicate data.
D) The ability to select and use appropriate technology to accomplish a given task.
Answer: C
Diff: 1
Section: 1.7 Employability Skills
LO: 1.7: Recognize how mastery of the discipline of project management enhances critical employability skills for university graduates.
Classification: Application
AACSB: Application of Knowledge

4) The ability to learn a concept and then appropriately apply that knowledge in another setting to achieve a higher level of understanding is best described as critical thinking.
Answer: FALSE
Diff: 1
Section: 1.7 Employability Skills
LO: 1.7: Recognize how mastery of the discipline of project management enhances critical employability skills for university graduates.
Classification: Application
AACSB: Application of Knowledge

5) Describe how your mastery of project management and the concepts in this textbook will enhance at least three of your employability skills.
Answer: Student responses will vary, but they should discuss how they plan to professionally improve upon the employability skills outlined in the textbook, including communication, critical thinking, collaboration, knowledge application and analysis, business ethics and social responsibility, information technology application and computing skills, and data literacy. Students should provide specific examples of either textbook elements, such as MS Project skills for IT applications and computing skills, or course assignment elements, such as presentations to enhance communication skills, that they will utilize to develop their employability skills.
Diff: 2
Section: 1.7 Employability Skills
LO: 1.7: Recognize how mastery of the discipline of project management enhances critical employability skills for university graduates.
Classification: Application
AACSB: Reflective Thinking

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1.8 AI Connections

1) What is one challenge project managers face when aiming for project success?
A) Avoiding stakeholder involvement.
B) Identifying which success criteria to prioritize at different stages.
C) Ensuring all team members work independently.
D) Reducing the number of project objectives.
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

2) Which of the following is NOT listed as a benefit of AI in project management?
A) Real-time risk management
B) Improved stakeholder alignment
C) Elimination of all human decision-making
D) Scenario planning and optimization
Answer: C
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

3) Which of the following BEST illustrates a strategic tradeoff in project management?
A) Delaying a project to reduce costs
B) Increasing team size to improve morale
C) De-emphasizing budget to accelerate project completion
D) Outsourcing tasks to improve quality
Answer: C
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
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4) Artificial intelligence can assist project managers by dynamically prioritizing objectives and automating routine tasks.
Answer: TRUE
Diff: 1
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

5) Project managers must always prioritize all success criteria equally throughout the entire project lifecycle.
Answer: FALSE
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

6) What is the primary benefit of AI's dynamic prioritization in project management?
A) It allows managers to ignore less critical tasks.
B) It provides advanced notification to focus on the most critical success factors.
C) It replaces the need for stakeholder communication.
D) It ensures all tasks are completed simultaneously.
Answer: B
Diff: 1
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Concept
AACSB: Application of Knowledge

7) What is one way AI supports budget management in projects?
A) It prevents all cost overruns automatically.
B) It reallocates resources without manager input.
C) It identifies cost overruns early through predictive modeling.
D) It limits spending by freezing budgets.
Answer: C
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
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8) How does AI help project managers address potential delays?
A) By assigning tasks randomly to team members.
B) By analyzing trends to forecast delays and prioritize time-sensitive tasks.
C) By eliminating the need for human oversight.
D) By reducing the number of project milestones.
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

9) Project managers should always avoid decisions that negatively impact project cost, regardless of strategic goals.
Answer: FALSE
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

10) AI enables project managers to make proactive decisions by predicting future outcomes based on historical data.
Answer: TRUE
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

11) Which of the following BEST describes how AI supports "what if?" scenario planning in project management?
A) It automates all decision-making processes.
B) It models the impact of scope changes on functionality, deadlines, and budgets.
C) It eliminates the need for stakeholder input.
D) It prevents all project delays.
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
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12) What is a potential benefit of rebidding a supplier contract using AI modeling?
A) Guaranteed cost reduction
B) Elimination of project scope
C) Insight into how the change affects budget, schedule, and customer satisfaction
D) Removal of all supplier risks
Answer: C
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

13) Why is it important for project managers to consider "big picture" issues when making tradeoff decisions?
A) To avoid using AI tools
B) To ensure decisions align with corporate strategy and long-term goals
C) To reduce the number of project stakeholders
D) To simplify project scope
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

14) AI automation of administrative tasks helps reduce human error and ensures objective data analysis.
Answer: TRUE
Diff: 1
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

15) Sentiment analysis is used to evaluate technical performance metrics in software development.
Answer: FALSE
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
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16) Which of the following is a direct benefit of automating administrative tasks in project management?
A) Freeing up time for managers to focus on strategic goals.
B) Reducing the number of project milestones.
C) Eliminating the need for stakeholder engagement.
D) Increasing the number of routine decisions.
Answer: A
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

17) How does AI support real-time risk management in projects?
A) By replacing project managers with automated systems.
B) By flagging deviations in performance metrics early.
C) By eliminating all risks before they occur.
D) By reducing the need for budget planning.
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

18) Why is stakeholder alignment considered a critical success metric in project management?
A) It reduces the need for cost tracking.
B) It ensures that client expectations are met throughout the project.
C) It allows managers to ignore unpopular decisions.
D) It focuses only on time and budget.
Answer: B
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
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19) What does sentiment analysis help project managers understand?
A) The technical feasibility of a product
B) The likelihood of schedule delays
C) Stakeholder attitudes toward the project
D) The cost of resource allocation
Answer: C
Diff: 2
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
AACSB: Application of Knowledge

20) Describe a situation where a project manager might face a tradeoff between short-term cost and long-term strategic value. How could AI tools help evaluate the decision and ensure alignment with organizational goals?
Answer: Answer may vary: AI is a great tool for exploring multiple "what-if" scenarios as they relate to project success. It allows managers to simulate decision-making to determine trade-offs. Having the advantages of an AI system that permits modelling a variety of options and alternatives ensures that our tradeoff decisions are clearly understood, their impact predicted in advance, and that they offer minimal disruptions to the project as it moves to completion. Project managers can then ask hard questions regarding the value of such tradeoffs.
Diff: 3
Section: 1.8 AI Connections
LO: 1.8 Explain how Artificial Intelligence (AI) methods help project managers focus on the most critical elements of success when managing projects.
Classification: Application
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