Contemporary Project Management 5th edition Kloppenborg Test Bank

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Name:_____ Class:_____ Date:_____

Chapter 01 - Introduction to Project Management

1. A project is a unique, temporary effort that has a definite beginning and a definite ending with several related or interdependent tasks to create a unique product or service that adds business value.
   a. True
   b. False

ANSWER: True

2. A project is an ongoing endeavor undertaken to maintain a reliable product or service.
   a. True
   b. False

ANSWER: False

3. Projects are subject to limitations of time and resources such as funding and people and they should follow a planned and organized approach with a defined beginning and end.
   a. True
   b. False

ANSWER: True

4. Project plans and goals become more specific after previous work is completed.
   a. True
   b. False

ANSWER: True

5. The Agile Manifesto comprises five core values and ten principles.
   a. True
   b. False

ANSWER: False

6. A project manager needs to be concerned with achieving the goals of scope and quality (often called performance), subject to constraints of time and cost.
   a. True
   b. False

ANSWER: True

7. Many different project life cycle models are used for projects executed in different types of organizations and industries.
   a. True
   b. False

ANSWER: True

8. Generally, the pace of work and amount of money spent remain consistent from one life cycle stage to another.
   a. True
   b. False

ANSWER: False

9. The customer, the person or organization, who will use the project's product, service, or result, can be either internal or external to the organization.

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a. True
b. False

ANSWER: True

10. Most companies with well-developed project management systems insist that a project must pass an approval of some kind to move from one life cycle stage to the next.
a. True
b. False

ANSWER: True

11. All projects go through predictable stages called a project life cycle. The name and number of phases are determined by the organization(s) involved in the project.
a. True
b. False

ANSWER: True

12. PMI research shows that to be a successful project manager, one must develop knowledge and skills in three areas: technical, behavioral, and strategic.
a. True
b. False

ANSWER: True

13. Integration Management, one of the ten *PMBOK Guide 6e* Knowledge Areas, represents the processes and activities to combine and coordinate the various processes and project management activities.
a. True
b. False

ANSWER: True

14. Scope Management, one of the ten *PMBOK Guide 6e* Knowledge Areas, includes the processes to manage the timely completion of the project.
a. True
b. False

ANSWER: False

15. While the *PMBOK Guide 6e w*as prescriptive, describing specific processes by their inputs and outputs, the *PMBOK Guide 7e* describes twelve principles that provide broad guidance for understanding project management.
a. True
b. False

ANSWER: True

16. The desired outcomes of the *PMBOK Guide 7e* Team Performance Domain include shared ownership, a high-performing team, and leadership by all.
a. True
b. False

ANSWER: True

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17. Cost Management, one of the ten *PMBOK Guide 6e* Knowledge Areas, includes the processes involved in estimating, budgeting, and controlling cost.

a. True
b. False

ANSWER: True

18. The only critical measures of project success are completing the project on schedule and on budget.

a. True
b. False

ANSWER: False

19. A successful project is one that is completed without heroics—that is, people should not burn themselves out to complete the project.

a. True
b. False

ANSWER: True

20. Many projects are fully successful in some ways but less successful in other aspects.

a. True
b. False

ANSWER: True

21. According to the *PMBOK Guide 7e*, a project team should first select the development approach they choose to use, and then tailor it for both the organization and the project.

a. True
b. False

ANSWER: True

22. The Project Management Office (PMO) is comprised of the top leader in the organization (CEO or other officer) and directly reports who select, prioritize and resource projects.

a. True
b. False

ANSWER: False

23. The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

a. True
b. False

ANSWER: True

24. Which of the following examples is NOT a typical or appropriate situation to employ project management?

a. Improving an existing work process
b. Installing a new computer system
c. Conducting a routine, standard customer service operation
d. Developing a new product

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ANSWER: c

25. Which of the following examples is NOT a typical or appropriate situation to employ project management?
    a. Improving a soldering process in an assembly line
    b. Processing deposits and withdrawals in a bank
    c. Installing a new accounting application on a server
    d. Developing a new medical device for use by clinics

ANSWER: b

26. All of the following factors have influenced the increased reliance upon project management in recent years EXCEPT:
    a. rapid growth and changes in the information technology and telecommunications industries.
    b. the realization that techniques developed on complex projects can be simplified and used for less complex projects.
    c. increased competition in the global economy and ever-increasing market demand.
    d. the steady demands of ongoing operational work.

ANSWER: d

27. All of these are causes of project failure EXCEPT:
    a. complete, clear requirements.
    b. inadequate user involvement.
    c. unrealistic expectations.
    d. inadequate planning.

ANSWER: a

28. The majority of the "hands-on" tasks are typically completed at which stage of the project life cycle?
    a. Selecting and initiating
    b. Planning
    c. Executing
    d. Closing and realizing

ANSWER: c

29. An adaptive, change-driven life cycle approach works well when:
    a. the product is well understood.
    b. it is possible to define the project work and outcomes early in the project.
    c. there is significant uncertainty at the start of the project and many changes are likely.
    d. there is an agreed-upon date by which the project will be delivered.

ANSWER: c

30. Which of the following statements correctly describes project management?
    a. Project management uses knowledge, skills, tools, and techniques to meet stakeholder needs and expectations.
    b. Project management should not involve tradeoffs between scope, schedule and cost.
    c. Project management only relies upon checklists to plan and execute the work.
    d. Project management's goal is to maintain the efficiency of ongoing operations.

ANSWER: a

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31. Which of the following statements regarding project life cycles is most accurate?
    a. All research and development projects use the same four-stage project life cycle model.
    b. The project life cycle is the same for the diverse types of projects managed by an organization.
    c. Many different project life cycle models are used for different types of projects.
    d. Project life cycles are very similar regardless of the industry.

ANSWER: c

32. Which of these is NOT one of the four ways to classify projects that help people understand the unique needs of each?
    a. Geographic location
    b. Apply
    c. Size
    d. Industry

ANSWER: a

33. The *Standard for Project Management ANSI/PMI 99-001-2021* defines twelve project delivery principles that provide general guidance for behavior on projects. Which of the answers below does NOT reflect one of the twelve delivery principles?
    a. Effectively engage with stakeholders
    b. Command and control the project team
    c. Tailor your delivery approach
    d. Focus on value

ANSWER: b

34. Which of the ten knowledge areas defined in the *PMBOK Guide 6e* includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully?
    a. Scope management
    b. Quality management
    c. Communications management
    d. Stakeholder management

ANSWER: a

35. When the values and principles of Agile influence a leader's thoughts and beliefs, they are "being Agile"; when they use the tools and metrics that spawn from these values and principles, they are _____.
    a. a scrum master
    b. doing Agile
    c. a product owner
    d. honoring the manifesto

ANSWER: b

36. Achieving project success is determined by all of the following EXCEPT:
    a. creating deliverables that include all required features.
    b. involving only important key stakeholders.
    c. completing the project on schedule and on budget.
    d. providing outputs that please the project's customers.

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ANSWER: b

37. All of these are measures of success on Agile projects EXCEPT:
    a. predictability.
    b. quality.
    c. meeting agreements.
    d. happiness.

ANSWER: c

38. Which of the following actions will likely cause a project to fail?
    a. Dedicating valuable team member time to identify risk events
    b. Spending project funds to procure needed tools and spare parts
    c. Having unclear or unrealistic stakeholder expectations
    d. Conducting a project audit to evaluate the performance

ANSWER: c

39. For which of the following examples would it be best to use a predictive, plan-driven project management approach?
    a. Development of a flying car
    b. Research and development to discover a cure for the common cold
    c. Construction of a new office building
    d. Creation of a new fashion line for the upcoming season

ANSWER: c

40. A project manager in Agile projects who serves and leads in a facilitating and collaborative manner is called a:
    a. program manager.
    b. scrum master.
    c. sponsor.
    d. functional manager.

ANSWER: b

41. Typically, a steering or leadership team is responsible for:
    a. selecting, prioritizing, and resourcing projects.
    b. standardizing project-related governance processes to facilitate sharing of methodologies, tools, and techniques.
    c. performing most of the project planning and making project-level decisions.
    d. making sure requirements are clear, and maintaining communication throughout the project.

ANSWER: a

42. Which of the following roles is typically associated with the project manager?
    a. Assigned by the performing organization to lead the team that is responsible for achieving the project objectives
    b. An ongoing manager of the organization with responsibility for a department or division
    c. Support projects by mentoring, training, and assisting teams and facilitating sharing of resources and methodologies

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d. A senior manager serving in a formal role, given authority and responsibility for the successful completion of a project

ANSWER: a

43. Which of these is NOT one of the four core values of Agile, as set forth in the Agile Manifesto?
a. Value customer collaboration more than negotiation
b. Value following a plan over response to change
c. Value individuals more than processes
d. Value working software more than documentation

ANSWER: b

44. From an Agile project management perspective, which of these constraints are considered to be fixed?
a. Quality and value
b. Resources and schedule
c. Scope and time
d. Customer satisfaction

ANSWER: b

45. Contrast project management with operations management. How do these differences impact the approach required to manage a project successfully?

ANSWER: **Key concepts to be covered in the response include:**

Operations—ongoing; continuous; repetitive process—management approach can include using checklists to guide operational work.

Project—temporary; unique—management of a project entails gathering requirements and creating a project plan. Using a checklist is not sufficient due to the unique nature of the project.

46. Project managers frequently face competing constraints. Identify these common constraints and describe approaches that project managers can use to make the trade-offs required to succeed.

ANSWER: **Key concepts to be covered in the response include:**

Project constraints are: scope, schedule, cost, quality, resources, and risks.

Scope is a combination of product scope and project scope. Taken together, scope and quality are often called performance and should result in outputs that customers can be satisfied with.

From a client perspective, projects typically have time and cost constraints, so a project manager needs to be concerned with achieving desired scope and quality subject to the constraints of time and cost.

As a project is conducted, many opportunities and challenges may occur. The project manager will need to understand which of these four constraints must take precedence, and which may be sacrificed. Understanding the customer's desires will help the project manager to make a good decision.

47. The Project Management Body of Knowledge (*PMBOK Guide 6e*) published by the Project Management Institute identifies five process groups. Briefly identify and describe each of these five process groups.

ANSWER: **Key concepts to be covered in the response include:**

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A project management process group is a "logical grouping of the project management processes to achieve specific project objectives." The five process groups defined in the *PMBOK Guide 6e* are as follows:

Initiating: Define a project or new phase by obtaining authorization.

Planning: Establish the project scope, refine objectives, and define plans and actions to attain objectives.

Executing: Complete the work defined to satisfy project specifications.

Monitoring and controlling: Track, review and regulate progress and performance, identify changes required, and initiate changes.

Closing: Formally complete or close project or phase.

48. Compare and contrast predictive, or plan-driven project life cycles with Agile, or change-driven life cycles. When might each type of life cycle be appropriate?

ANSWER: **Key concepts to be covered in the response include:**

In a predictive or plan-driven life cycle, the product is well understood and all planning precedes all executing.

In an adaptive or change-driven project life cycle, early results lead to planning later work. Agile methods are increasingly being used when scope clarity emerges slowly.

49. Top management leadership is often cited as a factor that is critical to project success. Describe the key project-related activities of the steering or leadership team, the PMO, and the sponsor.

ANSWER: **Key concepts to be covered in the response include:**

Steering or Leadership Team: It often comprises the CEO and direct reports. Responsible for selecting, prioritizing, and resourcing projects in accordance with the organization's strategic planning. As the project progresses, they also ensure that accurate progress is reported and adjustments made as necessary. They also evaluate projects and portfolios midstream to ensure they stay on track and produce expected results.

Chief Projects Officer: The project management office (PMO) is "a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques." The PMO work can range from supporting project managers to controlling them by requiring compliance to directives in actually managing projects.

Sponsor: A sponsor is "a senior manager serving in a formal role given authority and responsibility for successful completion of a project deemed strategic to an organization's success."

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