

## Chapter 1: Introduction to Project Management

True / False

1. Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer, and construction industries.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer, and construction industries. Today's project management involves much more, and people in every industry and every country manage projects.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.2

*LEARNING OBJECTIVES:* INFO.SCHW.14.1 - LO: 1-1

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Introduction

*KEYWORDS:* Bloom's: Knowledge

2. A difference between operations and projects is that operations end when their objectives have been reached, whereas projects do not.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Projects are different from operations in that they end when their objectives have been reached or the project has been terminated.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.4

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Comprehension

3. Every project should have a well-defined objective.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: A project has a unique purpose. Every project should have a well-defined objective.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.6

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

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**KEYWORDS:** Bloom's: Knowledge

4. Projects should be developed in increments.

- a. True
- b. False

**ANSWER:** True

**RATIONALE:** Feedback: A project is developed using progressive elaboration. Projects are often defined broadly when they begin, and as time passes, the specific details of the project become clearer. Therefore, projects should be developed in increments.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.6

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Comprehension

5. Resources in a project should be used effectively because they are limited.

- a. True
- b. False

**ANSWER:** True

**RATIONALE:** Feedback: A project requires resources, often from various areas. Resources, however, are limited and must be used effectively to meet project and other corporate goals.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p. 7

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Comprehension

6. A project manager's primary role is to provide the funding for a project.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: A project sponsor usually provides the direction and funding for a project.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**REFERENCES:** p.7

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Knowledge

7. One of the main reasons why project management is challenging is because of the factor of uncertainty.

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- a. True
- b. False

**ANSWER:** True

**RATIONALE:** Feedback: A project involves uncertainty. Every project is unique and thus it is sometimes difficult to define its objectives clearly, estimate how long it will take to complete, or determine how much it will cost. This uncertainty is one of the main reasons project management is so challenging.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.7

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Comprehension

8. Questions about how a team will track schedule performance is related to a project's scope.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Project scope deals with questions such as, "What work will be done as part of the project?", "What unique product, service, or result does the customer or sponsor expect from the project?", or "How will the scope be verified?"

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.7

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Technology

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Comprehension

9. In order to be realistic, a project manager should always set discrete goals instead of a range of objectives.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Projects involve uncertainty and limited resources. Thus they rarely finish according to their original scope, time, and cost goals. Instead of discrete target goals, it is often more realistic to set a range of goals.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.8

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Comprehension

10. Managing the triple constraint primarily involves making trade-offs between resources and quality.

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- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project. Experienced project managers know that one must decide which aspect of the triple constraint is most important.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**REFERENCES:** p.9

**LEARNING OBJECTIVES:** INFO.SCHW.14.2 - LO: 1-2

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is a Project?

**KEYWORDS:** Bloom's: Knowledge

11. The only responsibility of a project manager is to meet the specific scope, time, and cost goals of a project.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Project managers must strive not only to meet specific scope, time, cost, and quality goals of projects but also facilitate the entire process to meet the needs and expectations of people involved in project activities or affected by them.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.9

**LEARNING OBJECTIVES:** INFO.SCHW.14.3 - LO: 1-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is Project Management?

**KEYWORDS:** Bloom's: Comprehension

12. A project's stakeholders includes its customers, users, and suppliers.

- a. True
- b. False

**ANSWER:** True

**RATIONALE:** Feedback: Stakeholders are the people involved in or affected by project activities, and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of a project.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.10

**LEARNING OBJECTIVES:** INFO.SCHW.14.3 - LO: 1-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is Project Management?

**KEYWORDS:** Bloom's: Comprehension

13. Opponents of a project do not belong to the category of stakeholders.

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- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Stakeholders are the people involved in or affected by project activities, and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of a project.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.10

**LEARNING OBJECTIVES:** INFO.SCHW.14.3 - LO: 1-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is Project Management?

**KEYWORDS:** Bloom's: Comprehension

14. The importance of stakeholders' needs and expectations is limited to the beginning of a project.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Stakeholders' needs and expectations are important in the beginning and throughout the life of a project. Successful project managers develop good relationships with project stakeholders to understand and meet their needs and expectations.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.11

**LEARNING OBJECTIVES:** INFO.SCHW.14.3 - LO: 1-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**TOPICS:** What is Project Management?

**KEYWORDS:** Bloom's: Comprehension

15. Project procurement management primarily involves identifying stakeholder needs while managing their engagement throughout the life of the project.

- a. True
- b. False

**ANSWER:** False

**RATIONALE:** Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**REFERENCES:** p.12

**LEARNING OBJECTIVES:** INFO.SCHW.14.3 - LO: 1-3

**NATIONAL STANDARDS:** United States - BUSPROG: Technology

**TOPICS:** What is Project Management?

**KEYWORDS:** Bloom's: Comprehension

16. The primary role of project stakeholder management is to ensure that the project will satisfy the stated needs for which

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it was undertaken.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project stakeholder management includes identifying and analyzing stakeholder needs while managing and controlling their engagement throughout the life of the project.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.12

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Comprehension

17. Project human resource management is concerned with making effective use of the people involved with a project.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project human resource management is concerned with making effective use of the people involved with the project.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.12

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Comprehension

18. Stakeholder analyses, work requests, and project charters are tools used in integration management.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: Project selection methods, project management methodologies, stakeholder analyses, work requests, and project charters are some of the tools used in integration management.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.13

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

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19. Earned value management is a tool primarily used in human resource management.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Project budgets, net present value, return on investment, payback analysis, and earned value management are tools used in cost management.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.13

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

20. Responsibility assignment matrices and project organizational charts are examples of tools used in procurement management.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Motivation techniques, empathic listening, responsibility assignment matrices, project organizational charts, and team building exercises are tools used in human resource management.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.13

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

21. Maturity models, statistical methods, and test plans are examples of tools used in quality management.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: Quality metrics, maturity models, statistical methods, and test plans are some of the tools used in quality management.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.13

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

22. According to a 2013 CHAOS study, user involvement is the most important factor that contributes to the success of IT

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projects.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Executive support is the most important factor, followed by user involvement.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.16

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

23. Project managers work with the project sponsors to define success for particular projects.

- a. True
- b. False

*ANSWER:* True

*RATIONALE:* Feedback: Project managers work with the project sponsors, the project team, and other stakeholders to meet project goals. They also work with sponsors to define success for particular projects.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.17

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

24. Good project managers assume that their definition of success is the same as the sponsors.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: Good project managers do not assume that their definition of success is the same as the sponsors. They take the time to understand their sponsors' expectations and then track project performance based on important success criteria.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.17

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Comprehension

25. Program managers are change agents.

- a. True



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b. False

*ANSWER:* True

*RATIONALE:* Feedback: Program managers are responsible for more than the delivery of project results. They are change agents responsible for the success of products and processes developed by these projects.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.18

*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Program and Project Portfolio Management

*KEYWORDS:* Bloom's: Comprehension

26. Effective program managers recognize that managing a project is much more complex than managing a program.

a. True

b. False

*ANSWER:* False

*RATIONALE:* Feedback: Effective program managers recognize that managing a program is much more complex than managing a single project.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.18

*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Program and Project Portfolio Management

*KEYWORDS:* Bloom's: Comprehension

27. Individual projects always address strategic goals whereas portfolio management addresses tactical goals.

a. True

b. False

*ANSWER:* False

*RATIONALE:* Feedback: Tactical goals are generally more specific and short-term than strategic goals, which emphasize long-term goals for an organization. Individual projects often address tactical goals, whereas portfolio management addresses strategic goals.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.19

*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Program and Project Portfolio Management

*KEYWORDS:* Bloom's: Comprehension

28. It is mandatory for project managers working on large information technology projects to be experts in the field of information technology.

a. True

## Chapter 1: Introduction to Project Management

b. False

*ANSWER:* False

*RATIONALE:* Feedback: Project managers for large IT projects do not have to be experts in the field of IT, but they must have working knowledge of various technologies and understand how the project would enhance the business.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.25

*LEARNING OBJECTIVES:* INFO.SCHW.14.5 - LO:1-5

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Role of the Project Manager

*KEYWORDS:* Bloom's : Comprehension

29. To be a successful manager, the only skills an IT project manager needs to possess is excellent technical skills.

a. True

b. False

*ANSWER:* False

*RATIONALE:* Feedback: IT project managers must be willing to develop more than their technical skills to be productive team members and successful project managers. Everyone, no matter how technical they are, should develop business and soft skills.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.25

*LEARNING OBJECTIVES:* INFO.SCHW.14.5 - LO:1-5

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Role of the Project Manager

*KEYWORDS:* Bloom's: Comprehension

30. The introduction of new software makes basic tools, such as Gantt charts and network diagrams, inexpensive and easy to create.

a. True

b. False

*ANSWER:* True

*RATIONALE:* Feedback: As computer hardware became smaller and more affordable and software companies developed graphical, easy-to-use interfaces, project management software became less expensive and more widely used. New software makes basic tools such as Gantt charts and network diagrams inexpensive, easy to create, and available for anyone to update.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.29

*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Project Management Profession

*KEYWORDS:* Bloom's: Knowledge

## Chapter 1: Introduction to Project Management

31. The enterprise project management software, which aids project and portfolio management, is a low-end tool.

- a. True
- b. False

*ANSWER:* False

*RATIONALE:* Feedback: A category of project management software is high-end tools, sometimes referred to as enterprise project management software. These tools provide robust capabilities to handle very large projects and dispersed workgroups.

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.36

*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Project Management Profession

*KEYWORDS:* Bloom's: Knowledge

### Completion

67. Until the 1980s, project management primarily focused on providing \_\_\_\_\_ and resource data to top management in the military, computer, and construction industries.

*ANSWER:* schedule

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.2

*LEARNING OBJECTIVES:* INFO.SCHW.14.1 - LO: 1-1

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Introduction

*KEYWORDS:* Bloom's: Knowledge

68. A(n) \_\_\_\_\_ is a temporary endeavor undertaken to create a unique product, service, or result.

*ANSWER:* project

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.4

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

69. \_\_\_\_\_ refers to work done in organizations to sustain the business.

*ANSWER:* Operations

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.4

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

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*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

70. \_\_\_\_\_ include people, hardware, software, or other assets.

*ANSWER:* Resources

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.6

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

71. A project's sponsor is also known as a(n) \_\_\_\_\_.

*ANSWER:* primary customer

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.7

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

72. In project management, the three limitations of scope, time, and cost are referred to as the \_\_\_\_\_.

*ANSWER:* triple constraint

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.7

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

73. The question, "What unique product does the customer expect from the project?" is an example of a(n) \_\_\_\_\_ constraint.

*ANSWER:* scope

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.7

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Comprehension

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74. The question, “What is the project’s schedule?” is an example of a(n) \_\_\_\_\_ constraint.

*ANSWER:* time

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.7

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Product?

*KEYWORDS:* Bloom's: Comprehension

75. “What is the project’s budget?” This is an example of a project’s \_\_\_\_\_ constraint.

*ANSWER:* cost

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.7

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Product?

*KEYWORDS:* Bloom's: Knowledge

76. The \_\_\_\_\_ of project management includes quality, scope, time, and cost constraints.

*ANSWER:* quadruple constraint

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.9

*LEARNING OBJECTIVES:* INFO.SCHW.14.2 - LO: 1-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* What is a Project?

*KEYWORDS:* Bloom's: Knowledge

77. \_\_\_\_\_ is “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.”

*ANSWER:* Project management

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.9

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* What is Project Management?

*KEYWORDS:* Bloom's: Knowledge

78. Project management \_\_\_\_\_ describe the key competencies that project managers must develop.

*ANSWER:* knowledge areas

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

## Chapter 1: Introduction to Project Management

*REFERENCES:* p.11  
*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* What is Project Management?  
*KEYWORDS:* Bloom's: Knowledge

79. Project \_\_\_\_\_ management includes estimating how long it will take to complete work, develop an acceptable project schedule, and ensure timely completion of a project.

*ANSWER:* time  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.12

*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* What is Project Management?  
*KEYWORDS:* Bloom's: Comprehension

80. Project \_\_\_\_\_ management consists of preparing and managing the budget for a project.

*ANSWER:* cost  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.12  
*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* What is Project Management?  
*KEYWORDS:* Bloom's: Comprehension

81. A(n) \_\_\_\_\_ is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”

*ANSWER:* program  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Easy  
*REFERENCES:* p.17  
*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* Program and Portfolio Management  
*KEYWORDS:* Bloom's: Knowledge

82. \_\_\_\_\_ refers to the process in which organizations group and manage projects and programs as a cluster of investments that contribute to the entire enterprise's success.

*ANSWER:* Project portfolio management  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Easy  
*REFERENCES:* p.18  
*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4

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*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Program and Portfolio Management

*KEYWORDS:* Bloom's: Knowledge

83. \_\_\_\_\_ software integrates information from multiple projects to show the status of active, approved, and future projects across an entire organization.

*ANSWER:* Portfolio project management

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.21-22

*LEARNING OBJECTIVES:* INFO.SCHW.14.4 - LO: 1-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* Program and Portfolio Management

*KEYWORDS:* Bloom's: Knowledge

84. Soft skills are also known as \_\_\_\_\_ skills.

*ANSWER:* human relations

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.24

*LEARNING OBJECTIVES:* INFO.SCHW.14.5 - LO:1-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*TOPICS:* The Role of the Project Manager

*KEYWORDS:* Bloom's: Knowledge

85. The critical path is the \_\_\_\_\_ path through a network diagram that determines the earliest completion of a project.

*ANSWER:* longest

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*REFERENCES:* p.29

*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Project Management Profession

*KEYWORDS:* Bloom's: Comprehension

86. The \_\_\_\_\_ is an international professional society for project managers founded in 1969.

*ANSWER:* Project Management Institute

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*REFERENCES:* p.32

*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*TOPICS:* The Project Management Profession

*KEYWORDS:* Bloom's: Knowledge

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87. Passing the CPA exam is a standard for accountants. Similarly, passing the PMP exam is becoming a standard for \_\_\_\_\_.

*ANSWER:* project managers  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.33  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Comprehension

88. Ethics is a set of principles that guides decision making based on \_\_\_\_\_ of what is considered right and wrong.

*ANSWER:* personal values  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.34  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Comprehension

89. \_\_\_\_\_ tools, a step up from low-end tools, are designed to handle larger projects, multiple users, and multiple projects.

*ANSWER:* Midrange  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Easy  
*REFERENCES:* p.36  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Knowledge

90. High-end tools in project management software have enterprise and \_\_\_\_\_ functions that summarize and combine individual project information to provide an enterprise view of all projects.

*ANSWER:* portfolio management  
*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.36  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Comprehension

91. High-end tools are generally licensed on a(n) \_\_\_\_\_ basis.

*ANSWER:* per-user  
*POINTS:* 1



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<i>DIFFICULTY:</i>	Difficulty: Easy
<i>REFERENCES:</i>	p.36
<i>LEARNING OBJECTIVES:</i>	INFO.SCHW.14.6 - LO: 1-6
<i>NATIONAL STANDARDS:</i>	United States - BUSPROG: Technology
<i>TOPICS:</i>	The Project Management Profession
<i>KEYWORDS:</i>	Bloom's: Knowledge

### Essay

92. Describe the triple constraint. What are the three components and what is the relationship between them?

*ANSWER:* Every project is constrained in different ways by its scope, time, and cost goals. These limitations are sometimes referred to in project management as the triple constraint. To create a successful project, a project manager must consider scope, time, and cost and balance these three often-competing goals. He or she must consider the following:

Scope: This goal involves questions such as, “What work will be done as part of the project? What unique product, service, or result does the customer or sponsor expect from the project? How will the scope be verified?”

Time: This goal encompasses questions such as, “How long should it take to complete the project? What is the project’s schedule? How will the team track actual schedule performance? Who can approve changes to the schedule?”

Cost: This goal deals with questions such as, “What should it cost to complete the project? What is the project’s budget? How will costs be tracked? Who can authorize changes to the budget?”

Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project. Experienced project managers know that they must decide which aspect of the triple constraint is most important. If time is most important, one must change the initial scope and/or cost goals to meet the schedule. If scope goals are most important, one may need to adjust time and/or cost goals.

<i>POINTS:</i>	1
<i>DIFFICULTY:</i>	Difficulty: Moderate
<i>REFERENCES:</i>	p. 7-9
<i>LEARNING OBJECTIVES:</i>	INFO.SCHW.14.2 - LO: 1-2
<i>NATIONAL STANDARDS:</i>	United States - BUSPROG: Technology
<i>TOPICS:</i>	What is a Project?
<i>KEYWORDS:</i>	Bloom's: Comprehension

93. List and describe each of the ten project management knowledge areas.

*ANSWER:* Project management knowledge areas describe the key competencies that project managers must develop. These are as follows:

(1) Project scope management involves defining and managing all the work required to complete the project successfully.

(2) Project time management includes estimating how long it will take to complete the work, developing an acceptable project schedule, and ensuring timely completion of the project.

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- (3) Project cost management consists of preparing and managing the budget for the project.
- (4) Project quality management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
- (5) Project human resource management is concerned with making effective use of the people involved with the project.
- (6) Project communications management involves generating, collecting, disseminating, and storing project information.
- (7) Project risk management includes identifying, analyzing, and responding to risks related to the project.
- (8) Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization.
- (9) Project stakeholder management includes identifying and analyzing stakeholder needs while managing and controlling their engagement throughout the life of the project.
- (10) Project integration management is an overarching function that affects and is affected by all of the other knowledge areas.

*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.11-12  
*LEARNING OBJECTIVES:* INFO.SCHW.14.3 - LO: 1-3  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* What is Project Management?  
*KEYWORDS:* Bloom's: Comprehension

94. What are some of the qualities of a good project manager? Explain.

*ANSWER:* Project managers often take on the role of both leader and manager. Good project managers know that people make or break projects, so they must set a good example to lead their team to success. They are aware of the greater needs of their stakeholders and organizations, so they are visionary in guiding their current projects and in suggesting future ones. Companies that excel in project management grow project “leaders,” emphasizing development of business and communication skills. Yet good project managers must also focus on getting the job done by paying attention to the details and daily operations of each task. The best project managers have leadership and management characteristics; they are visionary yet focused on the bottom line. Above all else, good project managers focus on achieving positive results.

*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.26-27  
*LEARNING OBJECTIVES:* INFO.SCHW.14.5 - LO:1-5  
*NATIONAL STANDARDS:* United States - BUSPROG: Analytic  
*TOPICS:* The Role of the Project Manager  
*KEYWORDS:* Bloom's: Comprehension

## Chapter 1: Introduction to Project Management

95. Discuss the PMP certification. What are the advantages of obtaining PMP certification?

*ANSWER:* The Project Management Institute (PMI) provides certification as a Project Management Professional (PMP)—someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

Organizations that support PMP certification see the value of investing in programs to improve their employees' knowledge in project management. Many employers today require specific certifications to ensure their workers have current skills, and job seekers find that they often have an advantage when they earn and maintain marketable certifications.

Passing the PMP exam is becoming a standard for project managers. Project management certification is also enabling professionals in the field to share a common base of knowledge. Sharing a common base of knowledge is important because it helps advance the theory and practice of project management. PMI also offers additional certifications, including agile techniques, scheduling, risk, and program management.

*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.33  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Comprehension

96. Discuss the PMI Code of Ethics and Professional Conduct.

*ANSWER:* PMI approved a new Code of Ethics and Professional Conduct that took effect in January 2007. This code applies not only to PMPs, but to all PMI members and individuals who hold a PMI certification, apply for a PMI certification, or serve PMI in a volunteer capacity. It is vital for project management practitioners to conduct their work in an ethical manner. Even if one is not affiliated with PMI, these guidelines can help one conduct their work in an ethical manner, which helps the profession earn the confidence of the public, employers, employees, and all project stakeholders. The PMI Code of Ethics and Professional Conduct includes short chapters addressing vision and applicability, responsibility, respect, fairness, and honesty.

*POINTS:* 1  
*DIFFICULTY:* Difficulty: Moderate  
*REFERENCES:* p.34  
*LEARNING OBJECTIVES:* INFO.SCHW.14.6 - LO: 1-6  
*NATIONAL STANDARDS:* United States - BUSPROG: Technology  
*TOPICS:* The Project Management Profession  
*KEYWORDS:* Bloom's: Comprehension