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| 1. Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project management is an integrative endeavor; decisions and actions taken in one knowledge area at a certain time usually affect other knowledge areas. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.80 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 2. Initiating processes take place during each phase of a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Initiating processes include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 81 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 3. Initiating processes are not required to end a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Initiating processes are also required to end a project. Someone must initiate activities to ensure that the project team completes all the work, documents lessons learned, assigns project resources, and that the customer accepts the work. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.81 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 4. The level of activity and length of each process group varies for every project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The level of activity and length of each process group varies for every project. Normally, executing tasks requires the most resources and time, followed by planning tasks. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.82 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 5. Initiating and closing tasks are usually the longest and require the most amount of resources and time.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Initiating and closing tasks are usually the shortest (at the beginning and end of a project or phase, respectively), and they require the least resources and time. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.82 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 6. The executing process group generally requires the most resources.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The executing process group takes the actions necessary to complete the work described in the planning activities. It should overlap the other process groups, and generally requires the most resources. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.84 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 7. Monitoring and controlling processes overlap all of the other project management process groups.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Monitoring and controlling processes overlap all of the other project management process groups because changes can occur at any time. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.84 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 8. Key outcomes of the executing process group are formal acceptance of the work and creation of closing documents.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Key outcomes of the closing process group are formal acceptance of the work and creation of closing documents, such as a final project report and lessons-learned report. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 84 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 9. Many project management activities occur as part of the planning process group.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Because each project is unique, project teams are always trying to do something that has not been done before.  To succeed at unique and new activities, projects teams must do a fair amount of planning. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 85 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Mapping the Process Groups to the Knowledge Areas | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 10. Agile methods comprise of 45 subprocesses which are organized into eight process groups.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: All agile methods include an iterative workflow and incremental delivery of software in short iterations. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 87 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 11. The Rational Unified Process (RUP) framework is incompatible with the PMBOK process.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: According to RUP expert Bill Cottrell, “RUP embodies industry-standard management and technical methods and techniques to provide a software engineering process particularly suited to creating and maintaining component-based software system solutions.” Cottrell explained that you can tailor RUP to include the PMBOK process groups because several customers asked for that capability. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p.88 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An It Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 12. The DMAIC (Define, Measure, Analyze, Improve, and Control) methodology of the Six Sigma projects, is used to improve an existing business process.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Two main methodologies are used on Six Sigma projects: DMAIC (Define, Measure, Analyze, Improve, and Control) is used to improve an existing business process, and DMADV (Define, Measure, Analyze, Design, and Verify) is used to create new product or process designs to achieve predictable, defect-free performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p.88 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 13. An organization’s project management plan expresses the vision, mission, goals, objectives, and strategies of the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: The organization’s strategic plan expresses the vision, mission, goals, objectives, and strategies of the organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.89 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 14. Identifying the project sponsor is a pre-initiation task.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: It is a good practice to lay the groundwork for a project before it officially starts. Senior managers often perform several tasks, sometimes called pre-initiation tasks. These include identifying the project sponsor and selecting the project manager. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.90 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 15. The output of the stakeholder management strategy results is a project charter.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: The output of the stakeholder management strategy results is a stakeholder register. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.94 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 16. The kick-off meeting is always held before the business case and project charter are completed.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A kick-off meeting is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans. The kick-off meeting is often held after the business case and project charter are completed, but it could be held sooner, as needed. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.97 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 17. Details of kick-off meetings and the stakeholder details are usually recorded in a Word document.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Kick-off meetings and stakeholder registers are normally recorded in the form of Word documents. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.97 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case study 1: JWD Consultaing's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 18. A milestone list is an output associated with the Project Scope Management knowledge area.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A milestone list is an output associated with the Project Time Management knowledge area. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.98 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 19. The WBS provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The WBS is a very important tool in project management because it provides the basis for deciding how to do the work. The WBS also provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.104 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 20. Project initiation involves taking the actions necessary to ensure that activities in the project plan are completed.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Executing the project involves taking the actions necessary to ensure that activities in the project plan are completed. It also includes work required to introduce any new hardware, software, and procedures into normal operations. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.107 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 21. The burndown chart is a Scrum created artifact that provides a list of features prioritized by business value.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A burndown chart shows the cumulative work remaining in a sprint on a day by- day basis. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.119 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 22. A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.119 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 23. The pre-initiation phase of a project using the Scrum method does not involve project charters, stakeholder management strategy, and kick-off meetings.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A project charter, stakeholder register, stakeholder management strategy, and kick-off meeting would be created as part of initiation in a project using the Scrum method. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.121 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 24. In the Scrum method, team members work as a self-directed group coached by the ScrumMaster.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Because Scrum implies that team members work as a self-directed group, coached by the ScrumMaster, a team contract should not be necessary. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.122 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 25. The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint retrospectives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint review. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.124 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 58. A(n)\_\_\_\_\_ is a series of actions directed toward a particular result.   |  |  | | --- | --- | | *ANSWER:* | process | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.81 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 59. \_\_\_\_\_ progress from initiation activities to planning activities, executing activities, monitoring and controlling activities, and closing activities.   |  |  | | --- | --- | | *ANSWER:* | Project management process groups | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.81 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 60. The ideal outcome of the \_\_\_\_\_ process group is to complete a project successfully by delivering the agreed-upon project scope within time, cost, and quality constraints.   |  |  | | --- | --- | | *ANSWER:* | monitoring and controlling | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.84 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 61. \_\_\_\_\_ the project includes work required to introduce any new hardware, software, and procedures into normal operations.   |  |  | | --- | --- | | *ANSWER:* | Executing | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.84 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 62. A(n) \_\_\_\_\_ describes how things should be done.   |  |  | | --- | --- | | *ANSWER:* | methodology | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 86 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 63. \_\_\_\_\_ is a project management methodology that defines 45 separate subprocesses and organizes these into eight process groups.   |  |  | | --- | --- | | *ANSWER:* | PRojects IN Controlled Environments PRINCE2 | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 87 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 64. \_\_\_\_\_ are people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents to the project.   |  |  | | --- | --- | | *ANSWER:* | Stakeholders | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.94 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 65. A(n) \_\_\_\_\_ is a document that includes stakeholders’ roles, names, organizations, and contact information.   |  |  | | --- | --- | | *ANSWER:* | stakeholder register | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.94 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 66. A(n) \_\_\_\_\_ is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans.   |  |  | | --- | --- | | *ANSWER:* | kick-off meeting | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.97 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 67. A risk register is the output of \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | risk identification planning | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.102 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 68. The \_\_\_\_\_ is a very important tool in project management because it provides the basis for deciding how to do the work.   |  |  | | --- | --- | | *ANSWER:* | WBS work breakdown structure work breakdown structure (WBS) | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.104 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 69. \_\_\_\_\_\_\_\_\_ issues often occur during project execution, especially conflicts.   |  |  | | --- | --- | | *ANSWER:* | Human resource | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.110 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 70. A(n) \_\_\_\_\_ is the person responsible for the business value of the project and for deciding what work to do and in what order when using a Scrum method.   |  |  | | --- | --- | | *ANSWER:* | product owner | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.118 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 71. A(n) \_\_\_\_\_ is a set period of time, normally two to four weeks, during which specific work must be completed and made ready for review when using Scrum methods.   |  |  | | --- | --- | | *ANSWER:* | sprint | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.118 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 72. A(n) \_\_\_\_\_ is the person who ensures that the team is productive, facilitates the daily Scrum, enables close cooperation across all roles and functions, and removes barriers that prevent the team from being effective.   |  |  | | --- | --- | | *ANSWER:* | ScrumMaster | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.118 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 73. A(n) \_\_\_\_\_ is a cross-functional team of five to nine people who organize themselves and the work to produce the desired results for each sprint.   |  |  | | --- | --- | | *ANSWER:* | Scrum team development team | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.118 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 74. In Scrum, a(n) \_\_\_\_\_ is a useful object created by people.   |  |  | | --- | --- | | *ANSWER:* | artifact | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.119 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 75. A(n) \_\_\_\_\_ is a Scrum artifact and consists of the highest-priority items from the product backlog to be completed in a sprint.   |  |  | | --- | --- | | *ANSWER:* | sprint backlog | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.119 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 76. \_\_\_\_\_ are short descriptions written by customers of what they need a Scrum system to do for them.   |  |  | | --- | --- | | *ANSWER:* | User stories | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.123 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 77. The most time and money should be spent on   |  |  | | --- | --- | | *ANSWER:* | executing  execution  project execution | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.124 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 78. If done well, the \_\_\_\_\_\_\_\_\_ can produce several releases of useful software.   |  |  | | --- | --- | | *ANSWER:* | agile approach  agile method | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.126 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 79. List and describe the five process management groups.   |  |  | | --- | --- | | *ANSWER:* | **Initiating processes** include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project. Therefore, you cannot equate process groups with project phases. Recall that there can be different project phases, but all projects will include all five process groups. For example, project managers and teams should reexamine the business need for the project during every phase of the project life cycle to determine if the project is worth continuing. Initiating processes are also required to end a project. Someone must initiate activities to ensure that the project team completes all the work, documents lessons learned, assigns project resources, and that the customer accepts the work.  **Planning processes** include devising and maintaining a workable scheme to ensure that the project addresses the organization’s needs. There are several plans for projects, such as the scope management plan, schedule management plan, cost management plan, procurement management plan, and so on, defining each knowledge area as it relates to the project at that point in time. For example, a project team must develop a plan to define the work that needs to be done for the project, to schedule activities related to that work, to estimate costs for performing the work, to decide what resources to procure to accomplish the work, and so on. To account for changing conditions on the project and in the organization, project teams often revise plans during each phase of the project life cycle.  **Executing processes** include coordinating people and other resources to carry out the various plans and produce the products, services, or results of the project or phase. Examples of executing processes include acquiring and developing the project team, performing quality assurance, distributing information, managing stakeholder expectations, and conducting procurements.  **Monitoring and controlling processes** include regularly measuring and monitoring progress to ensure that the project team meets the project objectives. The project manager and staff monitor and measure progress against the plans and take corrective action when necessary. A common monitoring and controlling process is reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track.  **Closing processes** include formalizing acceptance of the project or project phase and ending it efficiently. Administrative activities are often involved in this process group, such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.81 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 80. What is a methodology and what are some methodologies other than the PMBOK Guide do organizations use as a basis for project management methodology?   |  |  | | --- | --- | | *ANSWER:* | A methodology describes *how* things should be done, and different organizations often have different ways of doing things.  In addition to using the PMBOK® Guide as a basis for project management methodology, many organizations use others, such as the following:  • PRojects IN Controlled Environments (PRINCE2): Originally developed for information technology projects, PRINCE2 was released in 1996 as a generic project management methodology by the U.K. Office of Government Commerce (OCG). It is the de facto standard in the United Kingdom and is used in over 50 countries. PRINCE2 defines 45 separate subprocesses and organizes these into eight process groups as follows: 1. Starting up a project 2. Planning 3. Initiating a project 4. Directing a project 5. Controlling a stage 6. Managing product delivery 7. Managing stage boundaries 8. Closing a project  • Agile methodologies: Agile software development is a form of adaptive software development. All agile methodologies include an iterative workflow and incremental delivery of software in short iterations. Several popular agile methodologies include extreme programming, scrum, feature driven development, lean software development, Agile Unified Process (AUP), Crystal, and Dynamic Systems Development Method (DSDM).  • Rational Unified Process (RUP) framework: RUP is an iterative software development process that focuses on team productivity and delivers software best practices to all team members. According to RUP expert Bill Cottrell, “RUP embodies industry-standard management and technical methods and techniques to provide a software engineering process particularly suited to creating and maintaining component-based software system solutions.” Cottrell explains that you can tailor RUP to include the PMBOK process groups, since several customers asked for that capability. There are several other project management methodologies specifically for software development projects such as Joint Application Development (JAD) and Rapid Application Development (RAD).  • Six Sigma methodologies: Many organizations have projects underway that use Six Sigma methodologies. The work of many project quality experts contributed to the development of today’s Six Sigma principles. Two main methodologies are used on Six Sigma projects: DMAIC (Define, Measure, Analyze, Improve, and Control) is used to improve an existing business process, and DMADV (Define, Measure, Analyze, Design, and Verify) is used to create new product or process designs to achieve predictable, defect-free performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p. 86-87-88 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 81. Describe the process of initiating a project and the issues involved.   |  |  | | --- | --- | | *ANSWER:* | In project management, initiating includes recognizing and starting a new project. An organization should put considerable thought into project selection to ensure that it initiates the right kinds of projects for the right reasons. It is better to have a moderate or even small amount of success on an important project than huge success on one that is unimportant. The selection of projects for initiation, therefore, is crucial, as is the selection of project managers. Ideally, the project manager would be involved in initiating a project, but often the project manager is selected after many initiation decisions have already been made. Organizations must also understand and plan for the ongoing support that is often required after implementing a new system or other product or service resulting from a project.  It is important to remember that strategic planning should serve as the foundation for deciding which projects to pursue. The organization’s strategic plan expresses the vision, mission, goals, objectives, and strategies of the organization. It also provides the basis for information technology project planning. Information technology is usually a support function in an organization, so it is critical that the people initiating information technology projects understand how those projects relate to current and future needs of the organization. Information systems must support the firm’s business goals, such as providing consulting services more effectively and efficiently.  An organization may initiate information technology projects for several reasons, but the most important reason is to support business objectives. Providing a good return on investment at a reasonable level of risk is also important, especially in tough economic times. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.89-90 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 82. What is a work breakdown structure?   |  |  | | --- | --- | | *ANSWER:* | The WBS is a very important tool in project management because it provides the basis for deciding how to do the work. The WBS also provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 104 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 83. In the Scrum method, what role is played by the ScrumMaster?   |  |  | | --- | --- | | *ANSWER:* | The ScrumMaster facilitates four ceremonies or meetings when using Scrum methods:  • Sprint planning session: A meeting with the team to select a set of work from the product backlog to deliver during a sprint. This meeting takes about four hours to a full day.  • Daily Scrum: A short meeting for the development team to share progress and challenges and plan work for the day. Ideally the team members are in the same place, the meeting usually lasts no more than 15 minutes, and it is held at the same time and place each day. If that is not possible, teams can use videoconferencing to have short virtual meetings. The ScrumMaster asks what work has been done since yesterday, what work is planned for today, and what impediments or stumbling blocks might hamper the team’s efforts. The ScrumMaster documents these stumbling blocks and works with key stakeholders to resolve them after the daily Scrum. Many teams use the term issues for items that do not have to be solved in the next 24 hours and blockers for items that need to be addressed immediately. This allows a ScrumMaster to maintain focus on highest-priority items (blockers) first and then manage the resolution of other issues over the next day or so.  • Sprint reviews: A meeting in which the team demonstrates to the product owner what it has completed during the sprint.  • Sprint retrospectives: A meeting in which the team looks for ways to improve the product and the process based on a review of the actual performance of the development team. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 119 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | |