

Q1: Projects Cannot Be Run

Answer:

- Projects must operate in a broad organizational environment
- Project managers need to use systems thinking.
- Senior managers must make sure projects continue to support current business needs.....

Q2: **systems approach**

Answer:

emerged in the 1950s to describe a more analytical approach to management and problem solving

Q3: Three parts include:

Answer:

- ▶ **Systems philosophy**
- ▶ **Systems analysis**
- ▶ **Systems management**

Q4: **Systems philosophy**

Answer:

an overall model for thinking about things as systems

Q5: **Systems analysis:**

Answer:

problem-solving approach

Q6: **Systems management:**

Answer:

address business, technological, and organizational issues before making changes to systems

Q7: **Three Sphere Model for Systems Management**

Answer:

- 1.- Business
- 2.- Organization
- 3.- Technology

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Q8: Business

Answer:

.....
Q9: Organization

Answer:

.....
Q10: Technology

Answer:

.....
Q11: **Perspectives on Organizations**

Answer:

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Q12: **systems thinking:**

Answer:

taking a holistic view of carrying out projects within the context of the organization

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Q13: 3 basic organization structures

Answer:

1. Functional
2. Project
3. Matrix

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Q14: **Functional:**

Answer:

- functional managers report to the CEO
-

Q15: **Project:**

Answer:

program managers report to the CEO

.....

Q16: **Matrix:**

Answer:

middle ground between functional and project structures; personnel often report to two or more bosses; structure can be weak, balanced, or strong matrix

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Q17: **Organizational culture**

Answer:

- ▶ is a set of shared assumptions, values, and behaviors that characterize the functioning of an organization
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Q18: The main cause of problems, according to experts

Answer:

many companies' problems are not structure or employees, but culture

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Q19: **Ten Characteristics of Organizational Culture**

Answer:

1. Member identity*
2. Group emphasis*
3. People focus
4. Unit integration*
5. Control
6. Risk tolerance*
7. Reward criteria*
8. Conflict tolerance*
9. Means-ends orientation
10. Open-systems focus*

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Q20: project work is

Answer:

most successful in an organizational culture where these items are strong/high and other items are balanced.
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Q21: Control

Answer:

the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior.
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Q22: **Risk tolerance**

Answer:

the degree to which employees are encouraged to be aggressive, innovative, and risk seeking.
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Q23: **Reward criteria**

Answer:

the degree to which rewards such as promotion and salary increases are allocated according to employee performance rather than seniority, favoritism, or other nonperformance factors.
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Q24: **Conflict tolerance**

Answer:

the degree to which employees are encouraged to air conflicts and criticisms openly.
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Q25: **Means versus end orientation**

Answer:

the degree to which management focuses on outcomes rather than on techniques and processes used to achieve those results.
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Q26: **Open-systems focus**

Answer:

the degree to which the organization monitors and responds to changes in the external environment.

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Q27: why Project managers must take time

Answer:

to identify, understand, and manage relationships with all project stakeholders
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Q28: what Using the four frames of organizations can help

Answer:

meet stakeholder needs and expectations
.....

Q29: Who are the senior executives/senior management

Answer:

are very important stakeholders
.....

Q30: People in top management positions

Answer:

are key stakeholders in projects
.....

Q31: what is A very important factor in helping project managers successfully lead projects

Answer:

is the level of commitment and support they receive from top management
.....

Q32: The reason for the failure of the project

Answer:

Without top management commitment, many projects will fail.
.....

Q33: What is he called and what is his job as the senior manager of some projects

Answer:

a champion who acts as a key proponent for a project.
.....

Q34: How Top Management Can Help Project Managers

Answer:

1. Providing adequate resources
 2. Approving unique project needs in a timely manner
 3. Getting cooperation from other parts of the organization
 4. Mentoring and coaching on leadership issues
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Q35: what does IT governance addresses

Answer:

the authority and control for key IT activities in organizations, including IT infrastructure, IT use, and project management

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Q36: Is the lack of IT governance important?

Answer:

A lack of IT governance can be dangerous, as evidenced by three well-publicized IT project failures in Australia (Sydney Water's customer relationship management system, the Royal Melbourne Institute of Technology's academic management system, and One.Tel's billing system)

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Q37: What happens if the organization has a negative attitude towards IT

Answer:

it will be difficult for an IT project to succeed...

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Q38: What does a Chief Information Officer do?

Answer:

Having a Chief Information Officer (CIO) at a high level in the organization helps IT projects

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Q39: What does the appointment of non-IT professionals for IT projects do?

Answer:

Encourage more commitment

.....

Q40: what does Standards and guidelines help project managers

Answer:
be more effective

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Q41: Senior management can encourage

Answer:

1. the use of standard forms and software for project management
2. the development and use of guidelines for writing project plans or providing status information
3. the creation of a project management office or center of excellence

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Q42: project life cycle

Answer:
is a collection of project phases that defines

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Q43: Questions about the project life cycle

Answer:

1. what work will be performed in each phase
2. what deliverables will be produced and when
3. who is involved in each phase, and
4. how management will control and approve work produced in each phase

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Q44: deliverable

Answer:
is a product or service produced or provided as part of a project

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Q45: In early phases of a project life cycle

Answer:

1. resource needs are usually lowest
2. the level of uncertainty (risk) is highest
3. project stakeholders have the greatest opportunity to influence the project

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Q46: In middle phases of a project life cycle

Answer:

1. the certainty of completing a project improves
 2. more resources are needed
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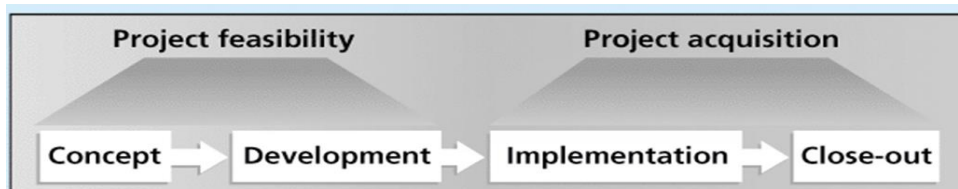
Q47: The final phase of a project life cycle focuses on

Answer:

1. ensuring that project requirements were met
 2. the sponsor approves completion of the project
-

Q48: what is Phases of the Traditional Project Life Cycle

Answer:



Q49: Sample deliverables for concept

Answer:

1. Business case
 2. Preliminary cost estimate
 3. 2-level WBS
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Q50: Sample deliverables for Development

Answer:

1. Project management plan
 2. Budgetary cost estimate
 3. 3+-level WBS
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Q51: Sample deliverables for Implementation

Answer:

1. Execution of work packages
2. Definitive cost estimate
3. Performance reports

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Q52: Sample deliverables for Close-out

Answer:

1. Completed work
 2. Lessons learned
 3. Customer acceptance
-

Q53: **The Systems Development Life Cycle (SDLC)**

Answer:

is a framework for describing the phases involved in developing and maintaining information systems...

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Q54: **Predictive life cycle:**

Answer:

the scope of the project can be clearly articulated and the schedule and cost can be predicted.....

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Q55: **Adaptive Software Development (ASD) life cycle:**

Answer:

requirements cannot be clearly expressed, projects are mission driven and component based, using time-based cycles to meet target dates

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Q56: **Predictive Life Cycle Models**

Answer:

1. Waterfall model
 2. Spiral model
 3. Incremental build model
 4. Prototyping model
 5. Rapid Application Development (RAD) model
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Q57: Waterfall model

Answer:

has well-defined, linear stages of systems development and support

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Q58: Spiral model

Answer:

shows that software is developed using an iterative or spiral approach rather than a linear approach

Q59: **Incremental build model**

Answer:

provides for progressive development of operational software

Q60: Prototyping model:

Answer:

used for developing prototypes to clarify user requirements

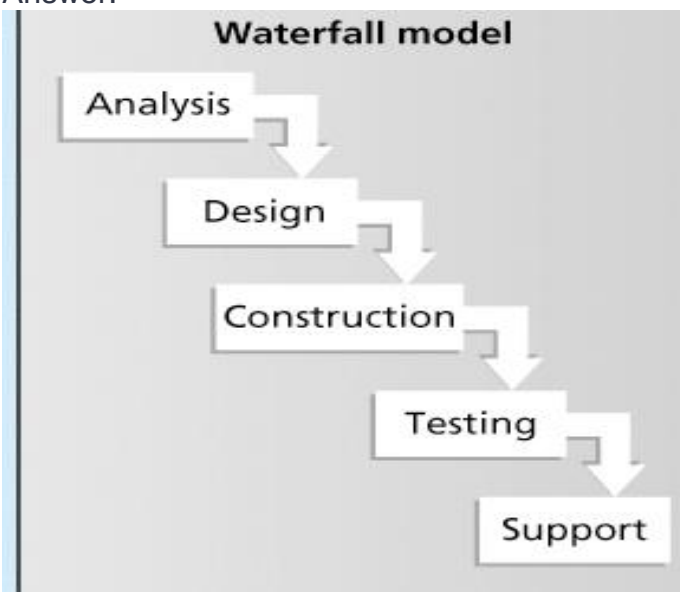
Q61: **Rapid Application Development (RAD) model**

Answer:

used to produce systems quickly without sacrificing quality

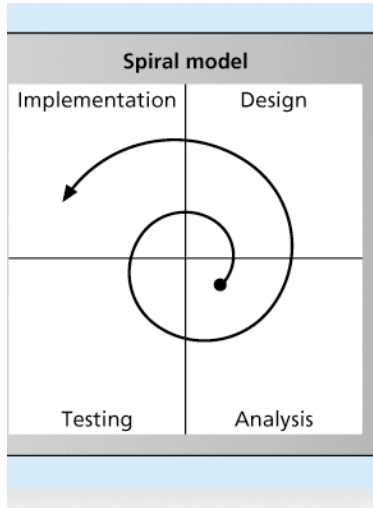
Q62: Waterfall Life Cycle Models

Answer:



Q63: Spiral Life Cycle Models

Answer:



Q64: **why Agile software development has become popular**

Answer:

to describe new approaches that focus on close collaboration between programming teams and business experts...

Q65: The Importance of Project Phases and Management Reviews

Answer:

1. A project should successfully pass through each of the project phases in order to continue on to the next
2. Management reviews, also called phase exits or kill points, should occur after each phase to evaluate the project's progress, likely success, and continued compatibility with organizational goals

Q66: **why Many organizations, like Huntington Bancshares, Inc., use an executive steering committee**

Answer:

to help keep projects on track....

Q67: Some projects still take a long time before they get killed cite an example

Answer:

Like Project Titan from Blizzard.

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Q68: The Context of IT Projects

Answer:

1. IT projects can be very diverse in
 2. terms of size, complexity, products produced, application area, and resource requirements
 3. IT project team members often have diverse backgrounds and skill sets
 4. IT projects use diverse technologies that change rapidly. Even within one technology area, people must be highly specialized
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Q69: Recent Trends Affecting IT Project Management

Answer:

Globalization

Outsourcing.

Virtual teams

Agile project management

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Q70: Outsourcing

Answer:

Outsourcing is when an organization acquires goods and/or sources from an outside source. Offshoring is sometimes used to describe outsourcing from another country.....

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Q71: Virtual teams

Answer:

A virtual team is a group of individuals who work across time and space using communication technologies

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Q72: state Important Issues Related to Globalization

1. Answer:
 2. Communications
 3. Trust
 4. Common work practices
 5. Tools
-

Q73: state Important Suggestions Related to Globalization

Answer:

1. Employ greater project discipline
2. Think global but act local
3. Keep project momentum going
4. Use newer tools and technology

Q74: Outsourcing

Answer:

1. Organizations remain competitive by using outsourcing to their advantage, such as finding ways to reduce costs
2. Their next challenge is to make strategic IT investments with outsourcing by improving their enterprise architecture to ensure that IT infrastructure and business processes are integrated and standardized (See Suggested Readings)
3. Project managers should become more familiar with negotiating contracts and other outsourcing issues

Q75: Virtual Teams Advantages

Answer:

1. Increasing competitiveness and responsiveness
2. Lowering costs
3. Providing more expertise and flexibility
4. Increasing the work/life balance for team members

Q76: how Increasing competitiveness and responsiveness

Answer:

by having a team of workers available 24/7

Q77: why Lowering costs

Answer:

because many virtual workers do not require office space or support beyond their home offices.

Q78: how Providing more expertise and flexibility

Answer:

by having team members from across the globe working any time of day or night

Q79: how Increasing the work/life balance for team members

Answer:

by eliminating fixed office hours and the need to travel to work.

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Q80: Virtual Team Disadvantages

Answer:

1. Isolating team members
 2. Increasing the potential for communications problems
 3. Reducing the ability for team members to network and transfer information informally
 4. Increasing the dependence on technology to accomplish work
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Q81: Agile means

Answer:

being able to move quickly and easily, but some people feel that project management, as they have seen it used, does not allow people to work quickly or easily.

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Q82: why Early software development projects often used a waterfall approach

Answer:

As technology and businesses became more complex, the approach was often difficult to use because requirements were unknown or continuously changing.

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Q83: Agile today means

Answer:

using a method based on iterative and incremental development, in which requirements and solutions evolve through collaboration.

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Q84: Agile Makes Sense for Some Projects, But Not All

Answer:

Many seasoned experts in project management warn people not to fall for the hype associated with Agile.

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Q85: Manifesto for Agile Software Development

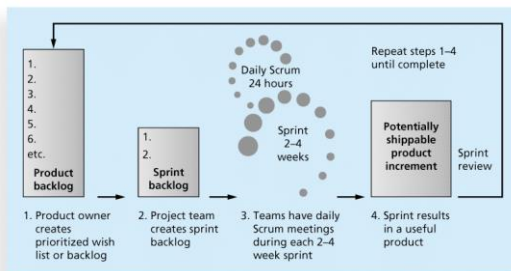
Answer:

- ▶ In February 2001, a group of 17 people that called itself the Agile Alliance developed and agreed on the Manifesto for Agile Software Development, as follows:

- “We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:
 1. Individuals and interactions over processes and tools
 2. Working software over comprehensive documentation
 3. Customer collaboration over contract negotiation
 4. Responding to change over following a plan”*

Q86: Scrum Framework

Answer:



Q87: What is the technique Kanban

Answer:

Technique that can be used in conjunction with scrum

Developed in Japan by Toyota Motor Corporation

Uses visual cues to guide workflow

Kanban cards show new work, work in progress, and work completed
