**Chapter 1 - Introduction to Project Management**

**MULTIPLE CHOICE**

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

|  |  |
| --- | --- |
| a. | improving an existing work process |
| b. | installing a new computer system |
| c. | conducting a routine, standard customer service operation |
| d. | developing a new product |

ANS: C DIF: Moderate REF: P. 5 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

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

|  |  |
| --- | --- |
| a. | improving a soldering process in an assembly line |
| b. | processing deposits and withdrawals in a bank |
| c. | installing a new accounting application on to a server |
| d. | developing a new medical device for use by clinics |

ANS: B DIF: Moderate REF: P. 5 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

3. All of the following factors have influenced the increased reliance upon project management in recent years EXCEPT:

|  |  |
| --- | --- |
| a. | rapid growth and changes in the information technology and telecommunications industries |
| b. | realization that methods for large projects can be modified and used for small projects |
| c. | increased international competition and its influence on consumer demands |
| d. | the decreased demands of ongoing operational work |

ANS: D DIF: Easy REF: P. 5 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

4. Projects often require tradeoffs among all of the following EXCEPT:

|  |  |
| --- | --- |
| a. | scope |
| b. | cost |
| c. | schedule |
| d. | programs |

ANS: D DIF: Easy REF: P. 10 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

5. Once projects are completed, they will typically yield all of the following results EXCEPT:

|  |  |
| --- | --- |
| a. | a unique product, service or result |
| b. | make or buy decisions |
| c. | stakeholders whose interests are affected by the outcome |
| d. | a primary deliverable along with supporting deliverables |

ANS: B DIF: Moderate REF: P. 4 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

6. In an adaptive or change - driven project life cycle:

|  |  |
| --- | --- |
| a. | the product or deliverable is well understood. |
| b. | planning precedes all executing. |
| c. | early results lead into planning later work. |
| d. | the waterfall approach is commonly used. |

ANS: C DIF: Moderate REF: P. 7 OBJ: CPMT.KLOP.15.01.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

7. Which of the following statements correctly describes project management?

|  |  |
| --- | --- |
| a. | Project management applies knowledge, skills, tools and techniques to project activities. |
| b. | Project management should not involve tradeoffs between scope, schedule and cost. |
| c. | Project management only relies upon checklists to plan and execute the work. |
| d. | Project management’s goal is to maintain efficiency of ongoing operations. |

ANS: A DIF: Moderate REF: P. 4 OBJ: CPMT.KLOP.15.01.01

NAT: BUSPROG.CPMT.KLOP.15.06 KEY: Bloom's: Comprehension

8. Which of the following statements regarding project life cycles is most accurate?

|  |  |
| --- | --- |
| a. | All research and development organizations rely upon a four-stage project life cycle that includes initiating, planning, executing and closing. |
| b. | The project life cycle is the same regardless of the type of projects managed by an organization. |
| c. | Many different project life cycle models are used, for different types of projects. |
| d. | All project life cycles are the same across every industry |

ANS: C DIF: Moderate REF: P. 6 OBJ: CPMT.KLOP.15.01.02

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

9. In the PMBOK, the five logical groupings of the project management inputs, tools and techniques, and outputs are called the:

|  |  |
| --- | --- |
| a. | project management knowledge areas |
| b. | project management process groups |
| c. | life cycle stages |
| d. | phases and gates |

ANS: B DIF: Challenging REF: P. 9 OBJ: CPMT.KLOP.15.01.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Analysis

10. When applied to project management, the human resource management knowledge area typically involves which of the following activities?

|  |  |
| --- | --- |
| a. | determining the work necessary for project completion |
| b. | estimating, budgeting and controlling project costs |
| c. | identifying, analyzing and controlling project risks |
| d. | organizing, managing and leading the project team |

ANS: D DIF: Easy REF: P. 9 OBJ: CPMT.KLOP.15.01.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

11. Which of the ten knowledge areas defined in the Project Management Body of Knowledge includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully?

|  |  |
| --- | --- |
| a. | Project scope management |
| b. | Project quality management |
| c. | Project communications management |
| d. | Project stakeholder management |

ANS: A DIF: Easy REF: P. 9 OBJ: CPMT.KLOP.15.01.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

12. Which of the ten knowledge areas defined in the Project Management Body of Knowledge includes the activities of purchasing or acquiring products, services or results from outside the project team?

|  |  |
| --- | --- |
| a. | Scope management |
| b. | Quality management |
| c. | Communications management |
| d. | Procurement management |

ANS: D DIF: Easy REF: P. 9 OBJ: CPMT.KLOP.15.01.03

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

13. Achieving project success is determined by all of the following EXCEPT:

|  |  |
| --- | --- |
| a. | creating deliverables that include all required features |
| b. | involving only important key stakeholders |
| c. | completing the project on schedule and on budget |
| d. | providing outputs that please the project’s customers |

ANS: B DIF: Challenging REF: P. 9 OBJ: CPMT.KLOP.15.01.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Analysis

14. Projects are considered successful for all of the reasons below EXCEPT:..

|  |  |
| --- | --- |
| a. | members of the team learn new skills working on the project. |
| b. | the organization captures lessons learned for future projects. |
| c. | the team has demonstrated heroics to meet project objectives |
| d. | the organization reaps business level benefits. |

ANS: C DIF: Moderate REF: P. 11 OBJ: CPMT.KLOP.15.01.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

15. Which of the following actions will likely cause a project to fail?

|  |  |
| --- | --- |
| a. | dedicating valuable team member time to identify risk events |
| b. | spending project funding to procure needed tools and spare parts |
| c. | unclear or conflicting stakeholder expectations |
| d. | conducting a project audit to evaluate performance |

ANS: C DIF: Moderate REF: P. 12 OBJ: CPMT.KLOP.15.01.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Application

16. Project failure can result from all of the following causes EXCEPT:

|  |  |
| --- | --- |
| a. | support of senior management |
| b. | changes in scope are not agreed upon by all parties involved. |
| c. | too little time is allowed for project completion. |
| d. | planning is not adequate. |

ANS: A DIF: Moderate REF: P. 12 OBJ: CPMT.KLOP.15.01.04

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension

17. A project manager in agile projects who serves and leads in a collaborative, facilitation manner is called a:

|  |  |
| --- | --- |
| a. | program manager |
| b. | scrum master |
| c. | sponsor |
| d. | functional manager |

ANS: B DIF: Easy REF: P. 15 OBJ: CPMT.KLOP.15.01.06

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

18. Typically, a steering team or leadership team is responsible for all of the following project related roles EXCEPT:

|  |  |
| --- | --- |
| a. | selecting, prioritizing and resourcing projects |
| b. | providing rigid policies, procedures, standards and guidelines |
| c. | ensuring accurate progress is reported and adjustments made |
| d. | aligning projects with the organization’s strategic plans |

ANS: B DIF: Moderate REF: P. 14 OBJ: CPMT.KLOP.15.01.06

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's:Comprehension

19. Which of the following roles is typically associated with the project manager?

|  |  |
| --- | --- |
| a. | the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives |
| b. | the person with management authority over a unit within a functional organization |
| c. | the person responsible for project methods, standards and training |
| d. | the person responsible for providing the financial resources and support for the project and is accountable for enabling success. |

ANS: A DIF: Moderate REF: P. 14? OBJ: CPMT.KLOP.15.01.06

NAT: BUSPROG.CPMT.KLOP.15.06 KEY: Bloom's: Application

20. Typically, the senior customer representative is responsible for which of the following project roles?

|  |  |
| --- | --- |
| a. | develops the project schedule and budget |
| b. | determines how the project work will be accomplished |
| c. | ensures the needs of the customer’s organization are identified and prioritized |
| d. | helps the project manager with running meetings and providing status reports |

ANS: C DIF: Easy REF: P. 14? OBJ: CPMT.KLOP.15.01.06

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Knowledge

21. From an agile project management perspective, which of these constraints are considered to be fixed?

|  |  |  |  |
| --- | --- | --- | --- |
| a. | Quality and value | c. | Scope and time |
| b. | Resources and schedule | d. | Customer satisfaction |

ANS: B DIF: Moderate REF: P. 11 OBJ: CPMT.KLOP.15.01.05

NAT: BUSPROG.CPMT.KLOP.15.03 KEY: Bloom's: Comprehension