Systems, Roles, and Development Methodologies, 8e **(Kendall/Kendall)**
Chapter 3 Project Management

3.1 Multiple Choice

1) One way to think about problems is to:
A) think that they arise from bad programming and older technology.
B) visualize them as elements on a feasibility impact grid.
C) realize that we all make mistakes and not assign blame to anyone.
D) reflect on the lack of perfection within any team framework and avoid the blame syndrome.
E) think about them as situations where goals have never been met or are no longer being met.
Answer: E
Diff: 2   Page Ref: 57

2) In an interview, which of the following is not a way to identify a major point for a problem definition from an interview?
A) Users may communicate the same metaphors, such as saying the business is a journey, war, game, organism, machine, and so on.
B) Users may be purposely brief when talking about the problem.
C) Identifying an issue, topic, or theme that is repeated several times, sometimes by different people in several interviews.
D) It may be the first thing mentioned by the user.
E) Users may communicate importance by body language or may speak emphatically on an issue.
Answer: B
Diff: 2   Page Ref: 59

3) Which of following is not a specific criteria for project selection?
A) appropriate timing of project commitment
B) practical in terms of resources for the analyst and organization
C) backing from programmers
D) worthwhile project compared with other ways the organization could invest resources
E) possibility of improving attainment of organizational goals
Answer: C
Diff: 1   Page Ref: 61

4) Improvements to systems include all the following except:
A) combining processes.
B) Streamlining a process through the elimination of unnecessary or duplicated steps.
C) increasing redundant output.
D) reducing errors in input through changes of forms and display screens.
E) speeding up a process.
Answer: C
Diff: 1   Page Ref: 62

5) Which of the following is <u>not</u> a corporate objective affected by improvements to an information system?
A) improving cooperation with vendors and partners
B) improving customer service
C) improving the software development strategy of the organization
D) improving internal decision support so that decisions are more effective
Answer: C
Diff: 2   Page Ref: 62

6) Which of the following is not a way in which systems projects are considered to be feasible?
A) operationally
B) technically
C) economically
D) physically
Answer: D
Diff: 2   Page Ref: 62

7) Which of the following is concerned with the current technical resources that can be upgraded or added to in order to fulfill the requests under consideration?
A) economic feasibility
B) operational feasibility
C) tactical feasibility
D) technical feasibility
Answer: D
Diff: 1   Page Ref: 63

8) Which of the following is concerned with the analyst's time and the costs for system development, hardware, and business employee time?
A) economic feasibility
B) operational feasibility
C) tactical feasibility
D) technical feasibility
Answer: A
Diff: 2   Page Ref: 63

9) Which of the following is dependent upon determining human resources for the project?
A) economic feasibility
B) operational feasibility
C) tactical feasibility
D) technical feasibility
Answer: B
Diff: 2   Page Ref: 63

10) When purchasing computer equipment, which option for acquisition gives a company the ability to easily change systems for a newer model.
A) purchasing
B) leasing
C) renting
D) borrowing
Answer: C
Diff: 2   Page Ref: 66

11) Which of these is most valuable in estimating project time?
A) experience
B) historical records
C) industry standards
D) mathematical programming
Answer: A
Diff: 2   Page Ref: 79

12) Which of these is <u>not</u> an advantage of a Gantt chart?
A) communicating with users
B) simplicity
C) planning activities
D) showing precedence
Answer: D
Diff: 2   Page Ref: 80

13) A Gantt chart contains:
A) time on the vertical access.
B) money on the vertical access.
C) a description of the activities on the vertical access.
D) precedence on the vertical access.
Answer: C
Diff: 1   Page Ref: 79

14) Which of these statements about PERT diagrams is <u>not</u> true?
A) An arrow represents activities.
B) A circle represents events.
C) The length of the arrow indicates activity length.
D) Pseudo activities must occasionally be shown.
Answer: C
Diff: 1   Page Ref: 80

15) A PERT diagram is useful when:
A) activities can be done in parallel rather than sequence.
B) there is no slack time available.
C) the project team needs to know which activities should be done at which point in time.
D) activities do not have any precedent activities.
Answer: A
Diff: 2   Page Ref: 80

16) The longest path through a PERT diagram is called:
A) slack time.
B) the precedent activity path.
C) maximum path time.
D) the critical path.
Answer: D
Diff: 1   Page Ref: 80

17) Which of the following is not an advantage of using a PERT diagram over a Gantt chart?
A) easy identification of the order of precedence
B) easy determination of slack time
C) easy to show activities that occur at any given point in time
D) easy identification of the critical path
Answer: C
Diff: 3   Page Ref: 81

18) Which of the following is not a desirable team member characteristic?
A) A good work ethic.
B) A readiness to take on leadership based on expertise.
C) Honesty.
D) Position within the organization.
E) Enthusiasm for the project.
Answer: D
Diff: 1   Page Ref: 83

19) Tangible benefits are advantages measurable in _____ that accrue(s) to the organization through the use of the information system
A) dollars
B) employee moral
C) good will
D) advertising
Answer: A
Diff: 3   Page Ref: 72

20) _____ examines the direction, size, and pattern of cash flow that is associated with the proposed information system.
A) Cash flow analysis
B) Present value analysis
C) Break-even analysis
D) Employee moral analysis
Answer: A
Diff: 1   Page Ref: 75

21) Which of these is not a reason that goal setting motivates team members?
A) It clarifies what must be done to get results.
B) It makes explicit what is expected of team members.
C) It portrays the operational technology in understandable terms.
D) Simply setting goals and monitoring them seems to motivate individuals.
Answer: C
Diff: 2   Page Ref: 86

22) Which of the following is not a difference between managing ecommerce projects and the traditional projects?
A) The data used in ecommerce is scattered all over the organization.
B) The staff used for ecommerce has a unified set of skills.
C) Ecommerce managers need to initially build internal and external partnerships.
D) Security in ecommerce is a must.
Answer: B
Diff: 2   Page Ref: 86

23) Which of the following is clarified by the project charter?
A) Analysis expectations.
B) How much can the scope change before the project will be over budget.
C) The project deliverables.
D) How much will the project cost.
Answer: C
Diff: 1   Page Ref: 87

24) Which of the following is a reason given by programmers for failed projects?
A) Impossible or unrealistic completion dates
B) Not adding more people to the project to expedite it
C) Seeking outside help instead of trusting the development staff
D) Not enough programming development tools
Answer: A
Diff: 2   Page Ref: 87

25) Systems analysts formulate numbers that represent both current and projected _____ for the system so that any hardware obtained will possess the capability to handle current and future needs.
A) inventory
B) power requirements
C) heating and cooling needs
D) workloads
Answer: D
Diff: 2   Page Ref: 64

3.2   True/False

1) Feedback gives information about the gap between actual and intended performance.
Answer: TRUE
Diff: 1   Page Ref: 57

2) Analysts should have little interest in improving worker satisfaction with the system.
Answer: FALSE
Diff: 1   Page Ref: 57

3) Objectives are major, independent pieces of the problem.
Answer: FALSE
Diff: 1   Page Ref: 58

4) Requirements on a problem definition include the word "not."
Answer: FALSE
Diff: 2   Page Ref: 58

5) After the objectives are stated, the relative importance of the issues or objectives must be determined.
Answer: TRUE
Diff: 1   Page Ref: 59

6) When trying to define the problems, try to witness the problem first hand.
Answer: TRUE
Diff: 1   Page Ref: 59

7) Prospective projects should be examined from a systems perspective in order to consider the impact of the proposed change on the entire organization.
Answer: TRUE
Diff: 2   Page Ref: 61

8) Reducing errors of data input is NOT a legitimate object of systems projects.
Answer: FALSE
Diff: 2   Page Ref: 62

9) A feasibility study is used to gather broad data for the members of management that in turn enables them to make a decision on whether to proceed with a systems study.
Answer: TRUE
Diff: 2   Page Ref: 62

10) Technical feasibility is dependent upon determining human resources for the project.
Answer: FALSE
Diff: 2   Page Ref: 63

11) Judging the feasibility of a proposed systems project is usually a clear cut decision.
Answer: FALSE
Diff: 3   Page Ref: 63

12) A commitment from management to conduct a feasibility study means that the proposed system is accepted.
Answer: FALSE
Diff: 3   Page Ref: 63

13) Using a weighted average formula to determine expected activity times is probably the best strategy for estimating those times.
Answer: FALSE
Diff: 3   Page Ref: 79

14) PERT diagrams are useful when activities can be done in parallel rather than in sequence
Answer: TRUE
Diff: 1   Page Ref: 80

15) PERT is an acronym for Program Evaluation and Review Techniques.
Answer: TRUE
Diff: 2   Page Ref: 80

16) The main advantage of the PERT diagram is its simplicity.
Answer: FALSE
Diff: 2   Page Ref: 80

17) The length of the arrows in a PERT diagram has a direct relationship with the duration of the activity.
Answer: FALSE
Diff: 1   Page Ref: 80

18) The critical path is defined as the most expensive path.
Answer: FALSE
Diff: 2   Page Ref: 80

19) PERT diagrams occasionally need to use dummy activities to preserve the logic.
Answer: TRUE
Diff: 2   Page Ref: 80

20) An advantage of PERT diagrams is the easy determination of slack time.
Answer: TRUE
Diff: 1   Page Ref: 81

21) A PERT diagram does NOT allow for easy identification of the critical path and thus critical activities.
Answer: FALSE
Diff: 2   Page Ref: 81

22) The project manager is often the lead systems analyst.
Answer: TRUE
Diff: 2   Page Ref: 82

23) By comparing costs alone, the systems analyst can use break-even analysis to determine the break-even capacity of the proposed information system.
Answer: TRUE
Diff: 1   Page Ref: 74

24) Intangible costs are those that can be accurately projected by the systems analyst and the business' accounting personnel.
Answer: FALSE
Diff: 3   Page Ref: 74

25) Tangible costs include losing a competitive edge, losing the reputation for being first with an innovation or the leader in a field, declining company image due to increased customer dissatisfaction, and ineffective decision making due to untimely or inaccessible information
Answer: FALSE
Diff: 3   Page Ref: 74

3.3 Fill-in-the-Blank

1) _____ gives information about the gap between actual and intended performance.
Answer: Feedback
Diff: 1   Page Ref: 57

2) On a problem definition, _____ are the current situation; _____ are the desired situation.
Answer: issues; objectives
Diff: 2   Page Ref: 59

3) _____ on a problem definition are the things that must be accomplished.
Answer: Requirements
Diff: 1   Page Ref: 58

4) After the objectives are stated on a problem definition, the relative _____ of the issues or objectives must be determined.
Answer: importance
Diff: 2   Page Ref: 59

5) _____ feasibility refers to projecting whether the system will operate and be used once it is installed.
Answer: Operational
Diff: 1   Page Ref: 63

6) _____ includes all the activities required to select a systems analysis team, assign members of the team to appropriate projects, estimate time required to complete each task, and schedule the project so that tasks are completed in a timely fashion.
Answer: Planning
Diff: 2   Page Ref: 77

7) _____ means using feedback to monitor the project.
Answer: Control
Diff: 3   Page Ref: 77

8) A _____ chart is a chart on which bars represent each task.
Answer: Gantt
Diff: 1   Page Ref: 79

9) The longest path through a PERT diagram is referred to as the _____ path.
Answer: critical
Diff: 2   Page Ref: 80

10) An advantage of _____ is that they allow easy identification of the order of precedence and easy determination of slack time.
Answer: PERT diagrams
Diff: 2   Page Ref: 80

11) The project manager is often the lead _____.
Answer: systems analyst
Diff: 1   Page Ref: 82

12) When assembling a team, a project manager should look for people with both _____ and _____.
Answer: experience; enthusiasm
Diff: 1   Page Ref: 84

13) A team leader who is concerned with the social relationships between group members is known as a _____ leader.
Answer: socioemotional
Diff: 3   Page Ref: 85

14) A _____ norm is one that could make team members waste resources.
Answer: dysfunctional
Diff: 2   Page Ref: 85

15) Setting goals can _____ team members by clarifying for them and others what must be done in order to get results.
Answer: motivate
Diff: 1   Page Ref: 86

16) _____ software packages are purchased and may allow some customization.
Answer: COTS
Diff: 2   Page Ref: 68

17) In _____ systems, the data is scattered across the organization
Answer: ecommerce
Diff: 1   Page Ref: 86

18) Since ecommerce systems must link with the outside world, developing and implementing a _____ before the new system is in place is an absolute must.
Answer: security plan
Diff: 1   Page Ref: 86

19) The value of a _____ is to systematically list all of the problems that can occur.
Answer: fishbone diagram
Diff: 2   Page Ref: 87

20) _____ deals with the basic resources to consider are your time and that of the systems analysis team, the cost of doing a full systems study (including the time of employees you will be working with), the cost of the business employee time, the estimated cost of hardware, and the estimated cost of software or software development.
Answer: Economic Feasibility
Diff: 1   Page Ref: 63

21) The three main options for acquisition of computer hardware are buying, _____ or renting it.
Answer: leasing
Diff: 1   Page Ref: 66

22) The point at which the total costs of the current system and the proposed system intersect represents the _____, the point where it becomes profitable for the business to get the new information system.
Answer: break-even point
Diff: 2   Page Ref: 74

23) _____ deals with whether or not it is possible to develop a new system given the current technical resources.
Answer: Technical Feasibility
Diff: 1   Page Ref: 63

24) _____ examines the direction, size, and pattern of cash flow that is associated with the proposed information system.
Answer: Cash-flow analysis
Diff: 1   Page Ref: 75

25) _____ helps the systems analyst to present to business decision makers the time value of the investment in the information system as well as the cash flow.
Answer: Present value analysis
Diff: 2   Page Ref: 75

3.4   Short Answer

1) List four criteria for evaluating system hardware.
Answer: 1. The time required for average transactions (including how long it takes to input data and how long it takes to receive output)
2. The total volume capacity of the system (how much can be processed at the same time before a problem arises)
3. The idle time of the CPU or network
4. The size of the memory provided
Diff: 3   Page Ref: 66

2) What are the five major project management fundamentals?
Answer: 1. Project initiation
2. Determining project feasibility
3. Activity planning and control
4. Project scheduling
5. Managing systems analysis team members
Diff: 2   Page Ref: 91

3) What are the five important criteria for systems project selection?
Answer: 1. That the requested project be backed by management
2. That it be timed appropriately for a commitment of resources
3. That it move the business toward attainment of its goals
4. That it be practical
5. That it be important enough to be considered over other possible projects
Diff: 3   Page Ref: 91

4) What does ASP stand for in terms of software delivery?   Give an example of a major US firm that could be considered an ASP.
Answer: Application Service Provider; Many firms may fit this example, major ones include Microsoft, IBM & Oracle
Diff: 3   Page Ref: 68

5) Which form of analysis would you use to "sell" a systems project to a manager that is only interested in how many widgets will need to be sold before the project becomes profitable. Why?
Answer: Break-even analysis - It can be used to accurately determine how many units will need to be sold in order to make a project profitable.
Diff: 2   Page Ref: 74