

Chapter 16 Oversight **Answer Key**

Multiple Choice Questions

1. The term that is used to reflect how organizations oversee their project management systems is:

- A. Project administration
- B. Fiduciary responsibility
- C. Management
- D. Oversight**
- E. Project regulation

Project oversight can be defined as a set of principles and processes to guide and improve the management of projects.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium*

2. Which of the following is not one of the techniques to insure that projects meet the needs of the organization?

- A. Standards
- B. Procedures
- C. Accountability
- D. Controls**
- E. All of these are correct

The intent is to ensure projects meet the needs of the organization through standards, procedures, accountability, efficient allocation of resources, and continuous improvement in the management of projects. A second purpose is to support the project manager.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium*

3. Which of the follow percentages is the authors' estimate of project-driven organizations that have been implementing some form of oversight for several years?

- A. 95%
- B. 90%
- C. 85%
- D. 80%
- E. 75%

The authors estimate over 95 percent of project-driven organizations have been implementing some form of oversight for several years.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Medium

4. Typical activities of project oversight cover which of the following dimensions?

- A. Organization
- B. Project
- C. Customer
- D. Both A and B are correct
- E. All the above are correct

See list on page 565

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Medium

5. Organizational options to cover every aspect of managing projects in the organization are currently achieved by all of the following except:

- A. Executive committee
- B. Oversight group
- C. Project office
- D. Both B and C are correct
- E.** All the above are correct

Project oversight, through an executive committee, oversight group, or a project office, covers every aspect of managing projects in the organization.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

6. The importance of the increase in project oversight to today's project manager includes all of the following except:

- A.** Increase in expected profits from projects
- B. Increased interest in supporting and helping the project manager
- C. Impact on the environment in which the project will be implemented
- D. Impact on how the project manager's performance will be measured
- E. The reporting of project progress to an oversight group

First, in almost all cases oversight is interested in supporting and helping the project manager where needed. This is an improvement over the past. Second, the oversight function determines the environment in which the project manager will implement his or her project. This can affect the management of a project in a positive or negative manner. Third, depending on the size and complexity of the project, methods used to hold the project manager responsible and accountable will influence how performance is measured. Finally, the project manager, who is responsible for day-to-day management, will probably be reporting to this oversight group at predetermined phases in the project. In short, project oversight supports project management at the organization and project levels.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Medium

7. The centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals is known as:

- A. Portfolio Project Management
- B. Project Office Management
- C. Project Management Optimization
- D. Project Priority Matrix Management
- E. Resource Allocation Optimization

Portfolio project management is the centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Medium

8. Which of the following is responsible for the continued support of consistent application of selection criteria, standards, processes, training, and general assistance to project managers and continued improvement and use of best practices?

- A. Portfolio Project Management
- B. Project Office Management
- C. Project Management Optimization
- D. Project Priority Matrix Management
- E. Resource Allocation Optimization

The project office (PO) is the unit responsible for the continued support of consistent application of selection criteria, standards, and processes; training of and general assistance to project managers; and continued improvement and use of best practices.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

9. Which of the following firms use project offices to coordinate projects and to ensure best practices are being used to manage projects?

- A. Hewlett Packard
- B. International Business Machines
- C. Dell
- D. Both A and B are correct
- E.** All the above are correct

High-tech firms such as Hewlett-Packard (HP), International Business Machines (IBM), and Dell all use project offices to coordinate projects and to ensure best practices are being used to manage projects.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Project Oversight

Level: Medium

10. Project Management Office functions typically include all of the following except:

- A. Create and maintain the internal project management information system
- B. Recruit and select project managers
- C. Train personnel in project management techniques
- D. Develop risk management programs
- E.** All of these are typically included

See list on page 567 in Snap Shot from Practice.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Project Oversight

Level: Medium

11. Project Management Office functions typically include all of the following except:

- A. Establish standardized project planning and reporting methodologies
- B. Audit ongoing and recently completed projects
- C. Provide in-house project management consulting
- D. Select which projects to undertake**
- E. All of these are typically included

See list on page 567 in Snap Shot from Practice.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Project Oversight

Level: Medium

12. Project offices are known to result in positive benefits such as:

- A. A bridge between senior management and project managers
- B. Support integration of all project management processes
- C. Training to support a higher level of project management maturity
- D. Both A and B are correct
- E. All of these are correct**

See list on page 568.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Project Oversight

Level: Medium

13. The in-depth review of individual projects at specific phases in the project life cycle is known as:

- A. Project Assessment Checkpoint Reviews
- B. Go/Kill Decision Review Methodology
- C. Phase Gate Methodology
- D. Stargate Review Methodology
- E. None of these are correct

Phase gate, provide an in-depth review of individual projects at specific phases in the project life cycle. These reviews cover assessments to continue or kill the project, reassess resource allocation, reassess prioritization, and evaluate execution progress, as well as strategic alignment decisions.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

14. The original Stage-Gate™ model included all the following stages except:

- A. Preliminary investigation
- B. Detailed investigation
- C. Testing and validation
- D. Production and market launch
- E. All of these were included

The original Stage-Gate™ model was pioneered by Robert G. Cooper several decades ago to improve management of new-product development. The original model incorporates five stages: preliminary investigation, detailed investigation, development, testing and validation, and full production and market launch.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

15. The abridged, generic phase gated process includes how many Go/Kill decision points?

- A. Three
- B. Four
- C. Five
- D. Six**
- E. Seven

See Figure 16.3 on page 571.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Project Oversight

Level: Medium

16. During which of the following phase gates would the question of "Does this project align with our strategic direction?" be answered?

- A. Proposal**
- B. Screening and selection
- C. Implementation
- D. Progress
- E. Closure

This proposal phase answers a fundamental question: Is the project a good idea and does it solve a business problem or issue?

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Project Oversight

Level: Medium

17. During which of the following phase gates would the question of "What are the project's ROI and/or non-financial benefits?" be answered?

- A. Proposal
- B. Selection**
- C. Implementation
- D. Progress
- E. Closure

The selection review includes a thorough analysis based on selection criteria. The gating group uses weighted scoring model criteria, which typically include project risks, costs, resource needs, urgency, financial analysis, benefits, identified sponsor, and other criteria found in selection models. In this phase one of the questions is "What are the project's ROI and/or nonfinancial benefits"?

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

18. During which of the following phase gates would the question of "Are the resources needed identified and available?" be answered?

- A. Proposal
- B. Screening and selection
- C. Implementation**
- D. Progress
- E. Closure

The implementation plan review information should include the planning document developed in earlier chapters. In this phase one of the questions is "Are the resources needed identified and available?"

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

19. During which of the following phase gates would the question of "Are time, costs, and scope performances within acceptable limits?" be answered?

- A. Proposal
- B. Screening and selection
- C. Implementation
- D.** Progress evaluation
- E. Closure

Your progress evaluation review covers the control activities of tracking progress, identifying variances from your plan, and taking corrective action. A major chunk of the data requirements for the phase review are simply measures against the project plan. Tracking progress and identifying variances against scope, time, budget, and control of changes and identified risks are easily accomplished using available software. In this phase one of the questions is "Are time, costs, and scope performances within acceptable limits?"

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Medium

20. Which of the following is not one of the growth levels in the Organizational Project Maturity Model (OPM3™)?

- A. Repeatable
- B. Defined
- C. Managed
- D.** Expanded
- E. Optimized

Typically, these models are divided into a continuum of growth levels: initial, repeatable, defined, managed, and optimized.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Organization Project Management in the Long Run
Level: Medium

21. The first appearance of standard approaches to managing projects including scope statements and WBS occurs in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management**
- C. Institutionalization of Project Management
- D. Management of Project Management System
- E. Optimization of Project Management System

In Level 2: Formal Application of Project Management, the organization applies established project management procedures and techniques. This level is often marked by tension between project managers and line managers who need to redefine their roles. Standard approaches to managing projects, including scope statements, WBS, and activity lists, are used.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

22. Risk assessment derived from WBS and technical analyses and customer input is in place occurs in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management**
- D. Management of Project Management System
- E. Optimization of Project Management System

In Level 3: Institutionalization of Project Management, An organization wide project management system, tailored to specific needs of the organization with the flexibility to adapt the process to unique characteristics of the project, is established. Risk assessment derived from WBS and technical analyses and customer input is in place is one of the characteristics of this level.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Organization Project Management in the Long Run

Level: Medium

23. Project audits are performed on all significant projects and lessons learned are recorded and used on subsequent projects occurs in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management
- D.** Management of Project Management System
- E. Optimization of Project Management System

In Level 4: Management of Project Management System, the organization develops a system for managing multiple projects that are aligned with strategic goals of the organization. Project audits are performed on all significant projects and lessons learned are recorded and used on subsequent projects is one of the characteristics of this level.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

24. An informal culture that values improvement drives the organization, not policies and procedures occurs in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management
- D. Management of Project Management System
- E.** Optimization of Project Management System

In Level 5: Optimization of Project Management System, the focus is on continuous improvement through incremental advancements of existing practices and by innovations using new technologies and methods. An informal culture that values improvement drives the organization, not policies and procedures is one of the characteristics of this level.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

25. The use of an organization-wide project management system tailored to specific needs of the organization is established in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management**
- D. Management of Project Management System
- E. Optimization of Project Management System

In Level 3: Institutionalization of Project Management, An organization wide project management system, tailored to specific needs of the organization with the flexibility to adapt the process to unique characteristics of the project, is established.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

26. The development of a system for managing multiple projects that are aligned with strategic goals is established in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management
- D. Management of Project Management System**
- E. Optimization of Project Management System

In Level 4: Management of Project Management System, the organization develops a system for managing multiple projects that are aligned with strategic goals of the organization.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

27. The focus is on continuous improvement through incremental advancements of existing practices and by innovations using new technologies and methods is established in which of the following Maturity Model Levels?

- A. Ad Hoc Project Management
- B. Formal Application of Project Management
- C. Institutionalization of Project Management
- D. Management of Project Management System
- E.** Optimization of Project Management System

In Level 5: Optimization of Project Management System, the focus is on continuous improvement through incremental advancements of existing practices and by innovations using new technologies and methods.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

28. The balanced scorecard model differs from selection models by reviewing projects over

- A. 1-3 years
- B. 2-4 years
- C. 4-7 years
- D.** 5-10 years
- E. e.10-15 years

The balanced scorecard model differs from selection models by reviewing projects over a longer horizon—5 to 10 years after the project is implemented.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

29. Which of the following is not one of the four performance goals measures in the scorecard model?

- A. customer
- B. internal
- C. financial measures
- D. industry standards**
- E. innovation and learning

The scorecard model limits measures of performance to goals in four main areas: customer, internal, innovation and learning, and financial measures.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Factors Influencing the Quality of Estimates
Level: Medium

Fill in the Blank Questions

30. _____ can be defined as a set of principles and processes to guide and improve the management of projects.

Project oversight

Project oversight can be defined as a set of principles and processes to guide and improve the management of projects.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

31. Project selection and portfolio management are typical activities at the _____ level of project oversight.

organization

See list on page 565.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

32. Reviewing project's objectives and resolving project bottlenecks are typical activities at the _____ level of project oversight.

project

See list on page 565.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

33. The centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals is known as _____.

Portfolio Project Management

Portfolio project management is the centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

34. The _____ is responsible for the continued support of consistent application of selection criteria, standards, processes, training, and general assistance to project managers.

Project Office

The project office (PO) is the unit responsible for the continued support of consistent application of selection criteria, standards, and processes; training of and general assistance to project managers; and continued improvement and use of best practices.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

35. High tech firms such as HP, IBM, and Dell all use _____ to coordinate projects and to ensure best practices are being used to manage projects.

Project Offices

High-tech firms such as Hewlett-Packard (HP), International Business Machines (IBM), and Dell all use project offices to coordinate projects and to ensure best practices are being used to manage projects.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

36. The use of _____ provides an in-depth review of individual's projects at specific phases in the project life cycle.

phase gate methodology

Phase gate methodology provides an in-depth review of individual projects at specific phases in the project life cycle.

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

Short Answer Questions

37. The original _____ model was pioneered by Robert G. Cooper several decades ago to improve management of new product development.

Stage-Gate™

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

Fill in the Blank Questions

38. "Go, Kill, Hold, or Recycle" decisions are made by the oversight team at each _____ of a project.

phase gate

The original Stage-Gate™ model was pioneered by Robert G. Cooper several decades ago to improve management of new-product development. The original model incorporates five stages: preliminary investigation, detailed investigation, development, testing and validation, and full production and market launch. Stages precede gates and represent information developed to enable gatekeepers to make the right decision at the next gate. These decision points at each gate are known as go, kill, hold, or recycle decisions. Given the information developed for each stage, the gatekeepers (the oversight team) can decide to continue with the project, abort the project, or revise/recycle.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy*

39. The _____ process can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals.

phase gate review

The phase gate review process can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals. This oversight activity begins with project selection and tracking the project life cycle through closure and lessons learned.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy*

40. Phase 1 of the abridged, generic phase gated process is known as the _____ phase.

Proposal

The proposal phase answers a fundamental question: Is the project a good idea and does it solve a business problem or issue?

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

41. Phase 2 of the abridged, generic phase gated process is known as the _____ phase.

Selection

The selection review includes a thorough analysis based on selection criteria. The gating group uses weighted scoring model criteria, which typically include project risks, costs, resource needs, urgency, financial analysis, benefits, identified sponsor, and other criteria found in selection models.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

42. Phase 3 of the abridged, generic phase gated process is known as the _____ phase.

Implementation Plan

The implementation plan review information should include the planning document developed in earlier chapters. For example, what are the specific goals for the project and what are the major deliverables (scope)?

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

43. Phase 4 of the abridged, generic phase gated process is known as the _____ phase.

Progress evaluation

Your progress evaluation review covers the control activities of tracking progress, identifying variances from your plan, and taking corrective action. A major chunk of the data requirements for the phase review are simply measures against the project plan.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

44. Phase 5 of the abridged, generic phase gated process is known as the _____ phase.

Closure

The closure and lessons learned activities closely follow the closure activities found in the audit chapter. Some organizations have wrapped phases 5 and 6—closure and lessons learned—into a single gate.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

45. Phase 6 of the abridged, generic phase gated process is known as the _____ phase.

Post Project Review and Lessons Learned

The last phase is the Post Project Review and Lessons Learned some of the questions asked in this phase are. Have we identified what went wrong and what contributed to success? Have changes to improve delivery of future projects been communicated and archived?

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

46. _____ is used to identify opportunities for improvement.

Benchmarking

Benchmarking is used to identify opportunities for improvement.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Organization Project Management in the Long Run

Level: Medium

47. Level 1 of the authors' Project Maturity Model is named _____.

Ad Hoc Project Management

In Level 1 Ad Hoc Project Management, no consistent project management process is in place. How a project is managed depends upon the individuals involved.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

48. Level 2 of the authors' Project Maturity Model is named _____.

Formal Application of Project Management

In Level 2: Formal Application of Project Management, the organization applies established project management procedures and techniques. This level is often marked by tension between project managers and line managers who need to redefine their roles.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

49. Level 3 of the authors' Project Maturity Model is named _____.

Institutionalization of Project Management

In Level 3: Institutionalization of Project Management, An organization wide project management system, tailored to specific needs of the organization with the flexibility to adapt the process to unique characteristics of the project, is established.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

50. Level 4 of the authors' Project Maturity Model is named _____.

Management of Project Management System

In Level 4: Management of Project Management System, the organization develops a system for managing multiple projects that are aligned with strategic goals of the organization.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

51. Level 5 of the authors' Project Maturity Model is named _____.

Optimization of Project Management System

In Level 5: Optimization of Project Management System, the focus is on continuous improvement through incremental advancements of existing practices and by innovations using new technologies and methods.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

52. The _____ model limits measures of performance to goals in four main areas: customer, internal, innovation and learning, and financial measures.

scorecard

The scorecard model limits measures of performance to goals in four main areas: customer, internal, innovation and learning, and financial measures.

AACSB: Analytic

Bloom's: Knowledge

Learning Objective: Organization Project Management in the Long Run

Level: Easy

53. The balanced scorecard model differs from selection models by reviewing projects over _____.

5-10 years

The balanced scorecard model differs from selection models by reviewing projects over a longer horizon—5 to 10 years after the project is implemented.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Organization Project Management in the Long Run

Level: Easy

54. _____ such as ROI, cash flow, and projects on budget reflect improvement and actions that contribute value to the bottom line.

Financial measures

Financial measures such as ROI, cash flow, and projects on budget reflect improvement and actions that contribute value to the bottom line.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Medium

True / False Questions

55. Project Management Control is the term that has emerged to reflect how organizations oversee their project management systems.

FALSE

Project oversight can be defined as a set of principles and processes to guide and improve the management of projects. At the organizational level it assessing and elevates the maturity level of the organization's project management system.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

56. Project oversight can be defined as a set of principles and processes to.

TRUE

Project oversight can be defined as a set of principles and processes to guide and improve the management of projects.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

57. The phase gate review process can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals.

TRUE

The phase gate review process can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

58. The phase gate review process is the centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals.

FALSE

Portfolio project management is the centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

59. The appearance of a project office frequently follows the implementation of project portfolio management efforts.

TRUE

The appearance of a project office frequently follows the implementation of project portfolio management efforts.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

60. When project effort moves from tactical to strategic, project selection, project process.

TRUE

When project effort moves from tactical to strategic, project selection, project processes, and resources are brought under one system known as portfolio project management.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

61. Portfolio Project Management is responsible for the continued support of consistent application of selection criteria, standards, processes, training, and general assistance to project managers.

FALSE

The project office (PO) is the unit responsible for the continued support of consistent application of selection criteria, standards, and processes; training of and general assistance to project managers; and continued improvement and use of best practices.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

62. The appearance of a project office frequently follows the implementation of project portfolio management efforts.

TRUE

Most project-driven organizations have set up project offices. The appearance of a project office frequently follows the implementation of project portfolio management efforts.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

63. Project offices are known to result in positive benefits such as serving as a bridge between senior management and project managers.

TRUE

Most project-driven organizations have set up project offices. The appearance of a project office frequently follows the implementation of project portfolio management efforts.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

64. Phase gate methodology was originally developed for the construction industry.

FALSE

Phase gate methodology was originally developed for product development, but the application of the methodology has grown beyond new product development to include all projects in the portfolio.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

65. The phase gate methodology was developed before the emergence of the project office and project portfolios.

FALSE

The growth in the application of portfolio project management and project offices will continue. Portfolio management and project offices strongly influence how a project manager will manage his or her respective project. A more recent oversight activity has been the quick implementation of phase gate reviews.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

66. One study by Morris showed 45 percent of those surveyed use phase review gates.

FALSE

One study by Morris and Jamieson showed 85 percent of those surveyed use phase review gates, while 85 percent who did not thought they should.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy

67. The decision points at each phase gate are known as "Go, Kill, Hold, or Recycle" decisions.

TRUE

The original Stage-Gate™ model was pioneered by Robert G. Cooper several decades ago to improve management of new-product development. The original model incorporates five stages: preliminary investigation, detailed investigation, development, testing and validation, and full production and market launch. Stages precede gates and represent information developed to enable gatekeepers to make the right decision at the next gate. These decision points at each gate are known as go, kill, hold, or recycle decisions. Given the information developed for each stage, the gatekeepers (the oversight team) can decide to continue with the project, abort the project, or revise/recycle.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

68. The Portfolio Project Management methodology can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals.

FALSE

The phase gate review process can be defined as a structured process to review, evaluate, and document outcomes in each project phase and to provide management with information to guide resource deployment toward strategic goals.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy

69. It is extremely rare that a project that is executing on time, on budget, and meeting project goals will be "killed".

FALSE

If the priorities of the organization have changed, a project that is executing on time, on budget, and meeting the project goals may have to be "killed."

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy*

70. The first phase of the generic phase gated process in the text is called the Screening and Selection phase.

FALSE

The first phase is the proposal phase which answers a fundamental question: Is the project a good idea and does it solve a business problem or issue?

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy*

71. The last phase of the generic phase gated process in the text is called the Closure phase.

FALSE

The last Phase 6 is called post project review and lessons learned.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy*

72. The Proposal phase answers the fundamental question: Is the project a good idea and does it solve a business problem or issue?

TRUE

The first phase is the proposal phase which answers a fundamental question: Is the project a good idea and does it solve a business problem or issue?

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Easy*

73. The Implementation Plan phase answers the question: What are the major risks for this project?

FALSE

The selection review includes a thorough analysis based on selection criteria. The gating group uses weighted scoring model criteria, which typically include project risks, costs, resource needs, urgency, financial analysis, benefits, identified sponsor, and other criteria found in selection models. In this phase one of the questions is "What are the major risks for this project?"

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Easy*

74. Gate 1 provides information at a minimal expenditure of cost and resources and in a short time, so the project can be reevaluated more thoroughly if it is perceived to have merits.

TRUE

Gate 1 provides information at a minimal expenditure of cost and resources and in a short time, so the project can be reevaluated more thoroughly if it is perceived to have merits.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Project Oversight
Level: Medium*

75. In the authors' Project Maturity Model, the Ad Hoc Project Management level has no consistent project management process in place.

TRUE

In an Ad Hoc Project Management no consistent project management process is in place. How a project is managed depends upon the individuals involved.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

76. In the authors' Project Maturity Model, the highest level is Management of Project Management System.

FALSE

The highest level in the authors' Project Maturity Model is Optimization of Project Management System where the focus is on continuous improvement through incremental advancements of existing practices and by innovations using new technologies and methods.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Easy

Short Answer Questions

77. Briefly describe what "Project Oversight" is and why it is important to Project Management.

Project oversight is a set of principles and processes to guide and improve the management of projects. It is important because of the profound paradigm shift that has occurred over the last few years.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Project Oversight

Level: Difficult

78. The typical activities of project oversight cover two dimensions. Identify those two dimensions and give two examples of activities for each of those dimensions.

1. organization level Examples: project selection, portfolio management, improving project management, assessing the project management system maturity and using the Balance Score Card. 2. project level Examples: review project objectives, decide on issues raised by PM, and track and assist in resolving bottlenecks.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Difficult

79. What is Portfolio Project Management?

It is the centralized management of projects to ensure that the allocation of resources to projects is directed toward projects that contribute the greatest value to organization goals.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Difficult

80. What is the Project Office and what is its relationship to oversight?

It is the unit responsible for the continued support of consistent application of selection criteria, standards, processes, training, and general assistance to project managers, and continued improvement and use of best practices. The project office is used as the vehicle to support and manage oversight activities.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Difficult

81. What is Phase Gate Methodology and what does it do?

It is the in-depth review of individual projects at specific phases in the project life cycle. These reviews cover assessments to continue or kill the project, reassess resource allocation, reassess prioritization, evaluate execution progress, and strategic alignment decisions.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Difficult

82. Identify the six phases of the authors' generic phase gated process.

1. proposal, 2. screening and selection, 3. implementation, 4. progress evaluation, 5. Closure, and 6. post project review and lessons learned.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Oversight
Level: Difficult

83. What is an Organization Project Management Maturity model?

It focuses on guiding and assessing organizations in implementing concrete best practices of managing projects and continuously move to improvement.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Organization Project Management in the Long Run
Level: Difficult

84. Identify the five growth levels contained in the Project Management Institute's organizational project maturity model, OPM3.

1. Initial, 2. Repeatable, 3. Defined, 4. Managed, and 5. Optimized.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Difficult

85. Identify and briefly describe the five levels in the authors' Project Maturity Model.

1. Ad Hoc Project Management: no consistent project management process, 2. Formal Application of Project Management: the organization applies established project management procedures and techniques, 3. Institutionalization of Project Management: an organization-wide project management system tailored to its specific needs is established, 4. Management of Project Management System: the organization develops a system for managing multiple project that are aligned with strategic goals, and 5. Optimization of Project Management System: the focus is on continuous improvement through incremental advances of existing practices and innovations using new technologies and methods.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Difficult

86. What is the Balanced Scorecard Model and how is it different from selection models?

The balanced scorecard model differs from selection models by reviewing projects over a longer horizon—5 to 10 years after the project is implemented. It is more "macro" in perspective than project selection models. This model measures the results of major activities taken to support the overall vision, mission, and goals of the organization. It helps answer two questions: Did we select the right projects? Did the projects contribute to long-range strategic direction of the firm?

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Organization Project Management in the Long Run

Level: Difficult