Chapter 4

Student: _____

1. How is project scope defined?

   A. The length of your project and how much it will cost
   B. The deliverables or outputs during the course of the project
   C. The range of resources you have available and their capabilities
   D. What you expect to deliver to your customer when the project is complete
   E. The range of customer expectations

2. Jose is looking at a document that outlines the specific deliverables and subdeliverables required to complete the writing of a technical support manual. He is most likely viewing the

   A. Responsibility matrix.
   B. Organization breakdown structure.
   C. Work breakdown structure.
   D. Priority matrix.
   E. Work package.

3. There are 5 steps involved when defining a project; which of the following is the first?

   A. Establish project priorities
   B. Define the project scope
   C. Verify the budget available
   D. Assign team members to work on the project
   E. Determine the required completion date

4. Linda has just been assigned manager of a project to develop a new advertising campaign for an established product. Her first step should be to

   A. Establish project priorities.
   B. Define the project scope.
   C. Verify the budget available.
   D. Assign team members to work on the project.
   E. Determine the required completion date.

5. Which of the following is <u>NOT</u> true regarding scope creep?

   A. It is when the cost of the project is more than expected
   B. It is the tendency for the project scope to expand over time
   C. It most likely caused by a scope statement that is too broad
   D. It can have both positive and negative impacts on a project
   E. It can lead to added costs and possible project delays

6. An expected output over the life of a project would be classified as

   A. A deliverable.
   B. A product.
   C. An end object.
   D. An objective.
   E. A target.

7. The first step of project scope definition is to

   A. Analyze the strategic plan.
   B. Analyze the current budget plan.
   C. Meet with team members.
   D. Select team members.
   E. Define the overall objective to meet the customer's needs.

8. In reviewing the project plan, Susan sees that the first prototype must be completed by October 12. This would be best classified as a

   A. Project target.
   B. Limit item.
   C. Milestone.
   D. Project objective.
   E. Critical goal.

9. The ability of a 911 emergency system to identify the caller's phone number and location is considered to be a

   A. Technical requirement.
   B. Milestone.
   C. Project limit.
   D. Project exclusion.
   E. Project deliverable.

10. Which of the following is <u>NOT</u> one of the items that would appear on a project scope statement or checklist?

    A. Deliverables
    B. Technical requirements
    C. Objectives
    D. Work breakdown structure
    E. Reviews with customer

11. "To construct a high-quality, custom home within five months at costs not to exceed $150,000" is best classified as

    A. A deliverable.
    B. A milestone.
    C. An objective.
    D. A limit.
    E. An exclusion.

12. There are 5 steps involved when defining a project; which of the following is the second?

    A. Analyze the strategic plan
    B. Analyze the current budget plan
    C. Establish project priorities
    D. Select team members
    E. Define the major objectives to meet the customer's needs

13. One of the primary jobs of a project manager is to manage the trade-offs associated with the project. Which of the following is <u>NOT</u> one of the basic classifications of project priorities?

    A. Profit
    B. Cost
    C. Time
    D. Performance
    E. All of these are basic classifications

14. After reviewing the project scope statement, the owner specifies that costs MUST stay within $400,000. This criterion is classified as

    A. Constrained.
    B. Enhanced.
    C. Accepted.
    D. Limited.
    E. Fixed.

15. Scott has just been given a project that has a specific completion date. After a discussion with top management he finds that while the date is important the cost is more important and a slip in delivery would be acceptable if required to meet the cost targets. The completion date is best classified as

    A. Constrained.
    B. Reduced.
    C. Accepted.
    D. Limited.
    E. Optional.

16. The _____ is used to assist in making project trade-offs among schedule, budget, and performance objectives.

    A. Responsibility matrix
    B. Work breakdown structure
    C. Project priority matrix
    D. Work package
    E. Criterion matrix

17. The lowest element in the hierarchical breakdown of the WBS is

    A. A deliverable.
    B. A work package.
    C. A cost account.
    D. A lowest subdeliverable.
    E. An object.

18. The highest element in the hierarchical breakdown of the WBS is

    A. A work package.
    B. Subdeliverables.
    C. A cost account.
    D. Major deliverables.
    E. The project.

19. All of the following are ways the WBS helps in managing projects EXCEPT

    A. With cost and time estimates the WBS makes it possible to plan, schedule and budget the project.
    B. It provides management with information appropriate to each level.
    C. Can be used to define communication channels.
    D. Allows the project manager to establish the overall objective of the project.
    E. As it is developed, organizational units and individuals can be assigned responsibility of work packages.

20. All of the following are usually included in a work package EXCEPT

    A. What will be done.
    B. The time needed to complete the work.
    C. A single person who is responsible for its completion.
    D. All the costs for the work package.
    E. All of these are included in a work package.

21. The integration of the lowest level of the WBS with the organizational units responsible for performing the work is known as

    A. Responsibility matrix.
    B. Organization breakdown structure.
    C. Work breakdown structure.
    D. Priority matrix.
    E. Process breakdown structure.

22. There are 5 steps involved when defining a project; which of the following is the last?

    A. Code the WBS for tracking
    B. Assign the cost account to a manager
    C. Assign the work package to a manager
    D. Develop the responsibility matrix
    E. All of these are included in the final step

23. When work packages are integrated with organizational units, a control point is created called a

    A. Responsibility matrix.
    B. Priority matrix.
    C. Work package.
    D. Cost account.
    E. Project overlap.

24. The WBS is best suited for projects that have a tangible outcome. Which of the following is used when the final outcome of the project is less tangible or is a product of a series of steps or phases?

    A. Responsibility matrix
    B. Organization breakdown structure
    C. A work breakdown structure is still effective for these types of projects
    D. Priority matrix
    E. Process breakdown structure

25. If a project is small and does not require an elaborate system to assign tasks, which of the following is a good choice?

    A. Responsibility matrix
    B. Organization breakdown structure
    C. Work breakdown structure
    D. Priority matrix
    E. Process breakdown structure

26. The project scope statement indicates that the client is responsible for training the people who will be using the equipment and that the project team will train the client's trainers. This is an example of

    A. Project objectives.
    B. Deliverables.
    C. Limits and exclusions.
    D. Technical requirements.
    E. Milestones.

27. The tendency for the project deliverables to expand over time—usually by changing requirements, specifications, and priorities—is called

    A. Scope erosion.
    B. Scope creep.
    C. Project bloat.
    D. Scope enhancement.
    E. Project add-ons.

28. Which of the following is a good example of a Process Breakdown Structure?

    A. New car prototype
    B. New software program
    C. New instruction manual
    D. New sports stadium
    E. New project management book

29. Which of the following is least likely to be included in a work package?

    A. How long the work package should take to complete
    B. A description of work to be performed
    C. Overhead expenses
    D. How much the work package should cost to complete
    E. The person responsible for the work package

30. Having a strong communication plan can go a long way toward mitigating project problems. A communication plan should address all of the following EXCEPT

   A. When the information will be communicated.
   B. How information should be communicated and to whom.
   C. What methods will be used to gather and store information.
   D. What information needs to be collected and are there limits as to who has access to it.
   E. All of these should be addressed in a communication plan.

31. A selective outline of the project that ensures the identification of all tasks and an understanding of what is to be done is called a(n) _____.

   _____

32. The first step in planning any project is to _____.

   _____

33. The definition of the end result or mission of your project, or what you expect to deliver to your customer when the project is complete is the project _____.

   _____

34. Significant events in a project that occur at a specific point in time, are natural control points, and are easily recognized by project participants are known as _____.

   _____

35. The need for a functioning computer in countries having different electrical systems is an example of a _____.

   _____

36. The agreement that training will be the responsibility of the customer and not the team is an example of a project _____.

   _____

37. The last element of a project scope statement or checklist ensures an understanding and agreement of expectations. This is known as _____.

   _____

38. In regard to project priorities, if a project parameter such as the completion date or the cost of a project is fixed and must be met it is considered _____.

   _____

39. Taking advantage of opportunities to reduce costs or accelerate the schedule are examples of project criteria classified as _____.

   _____

40. In making project trade-offs, a criterion that is allowed not to meet the original target, for example, allowing the schedule to slip, is classified as _____.

_____

41. A technique that clearly establishes priorities with customers and top management so as to create shared expectations and avoid misunderstandings is developing a(n) _____.

_____

42. The result of subdividing the work of a project into smaller and smaller work elements is called a(n) _____.

_____

43. The most detailed element in the hierarchical breakdown of the project work to be accomplished is known as the _____.

_____

44. The intersection of work packages and the organizational unit creates a project control point called a(n) _____.

_____

45. When specific work packages are assigned to a particular group or person within the organization, the result is called a(n) _____.

_____

46. The final step in defining a project is _____ the WBS for the information system.

_____

47. The WBS is best suited for design and construction projects that have tangible outcomes. When the final outcome of the project is less tangible or it is result of a series of steps or phases, some project managers choose to utilize a(n) _____.

_____

48. Once the _____ has been established, it is the basis for making trade-off decisions later in the project.

_____

49. The type of information that will need to be collected during a project and who will receive this information can be found in the project _____ plan.

_____

50. One tool that is used by project managers of small projects to summarize the tasks to be accomplished and who is responsible for what on a project is called a(n) _____.

_____

51. A document that is issued by upper management and provides the project manager with written authority to use organizational resources for project activities is called a(n) _____.

_____

52. Scope creep can be reduced by carefully writing a(n) _____ statement.

_____

53. One of the primary jobs of a project manager is to manage the trade-offs among time, cost, and performance. To do so, the project manager must define and understand the _____ of the project.

_____

54. The gradual expansion of project requirements, specifications and priorities during the execution of project is known as _____.

_____

55. Scope creep occurs when your project is completed over-budget.

    True   False

56. There is a strong correlation between project success and clear project scope definition.

    True   False

57. Project scope describes what you expect to deliver to your customers when the project is complete.

    True   False

58. One of the items included on a project scope statement or checklist is the review with the customer.

    True   False

59. An expected output over the life of a project would be classified as a target.

    True   False

60. An activity that represents a major segment of work is a good example of a milestone.

    True   False

61. The fact that a new home being built must meet local building codes is an example of a limit and exclusion.

    True   False

62. If a project criterion should be optimized if at all possible, it is classified as being constrained.

    True   False

63. If the project time should be accepted, then the project must be completed on time.

    True   False

64. During the course of a project, it is possible that the project priorities may change.

    True   False

65. Profit, time and performance are all basic classifications of project priorities.

    True   False

66. Integrating a project's work packages within the organization's management structure is known as work breakdown structure.

    True   False

67. The highest element in the hierarchical breakdown of the WBS is the first major deliverable for the project and the lowest element is a work package.

    True   False

68. Process breakdown structures are used when the size and the scope of the project do not warrant an elaborate WBS or OBS.

    True   False

69. Responsibility matrices are used primarily with small and medium-sized projects and have limited use in large projects.

    True   False

70. A communication plan should include limits on who has access to certain kinds of information.

    True   False

71. The intersection of work packages and the organizational unit creates a project control point called a cost account.

    True   False

72. The project charter provides the project manager with written authority to use organizational resources for project activities.

    True   False

73. For large companies, the organization breakdown structure is used rather than the work breakdown structure.

    True   False

74. The hierarchical work breakdown structure provides management with information appropriate to each level.

    True   False

75. The final stage in defining a project is coding the organization breakdown structure or OBS for the information system.

    True   False

76. "Reviews with customer" only refers to projects with external customers who are paying for the project.

    True   False

77. A typical responsibility matrix will include not only those responsible for a specific task but can also include those who supply support and assistance.

    True   False

78. Identify and briefly describe the five steps in defining a project.

79. Identify and briefly describe the six elements on the recommended project scope checklist.

80. In terms of project management, what is a deliverable? Give an example.

81. A priority matrix helps project managers manage trade-offs among time, cost and performance or scope. This helps to identify which criterion is constrained, which should be enhanced and which can be accepted. Some argue that all of these criteria are always constrained. Agree or disagree? Explain why.

82. In project management terms, what is meant by "managing the trade-offs"?

83. Identify and briefly describe the three categories used to classify the priority of major project parameters.

84. During the course of a project, project priorities may change impacting the project priority matrix. Give an example.

85. What is meant by a work breakdown structure and how does it help manage projects?

86. What is a work package and what information does it contain?

87. What is a responsibility matrix and how would it be used in project management?

88. Define scope creep. When is it good? When is it bad? Provide real-life examples of both cases.

89. What is an organization breakdown structure and how would you use it to plan a project?

Chapter 4 Key

1. How is project scope defined?

   A. The length of your project and how much it will cost
   B. The deliverables or outputs during the course of the project
   C. The range of resources you have available and their capabilities
   D. What you expect to deliver to your customer when the project is complete
   E. The range of customer expectations

   Project scope is a definition of the end result of your project, a product or service for your client/customer. It describes what you expect to deliver to your customer when the project is complete.

2. Jose is looking at a document that outlines the specific deliverables and subdeliverables required to complete the writing of a technical support manual. He is most likely viewing the

   A. Responsibility matrix.
   B. Organization breakdown structure.
   C. Work breakdown structure.
   D. Priority matrix.
   E. Work package.

   Once the scope and deliverables have been identified, the work can be successfully subdivided into smaller work elements. The outcome of this hierarchical process is called the work breakdown structure.

3.   There are 5 steps involved when defining a project; which of the following is the first?

        A. Establish project priorities
        B. Define the project scope
        C. Verify the budget available
        D. Assign team members to work on the project
        E. Determine the required completion date

        Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

4.   Linda has just been assigned manager of a project to develop a new advertising campaign for an established product. Her first step should be to

        A. Establish project priorities.
        B. Define the project scope.
        C. Verify the budget available.
        D. Assign team members to work on the project.
        E. Determine the required completion date.

        Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

5.   Which of the following is <u>NOT</u> true regarding scope creep?

        <u>A.</u> It is when the cost of the project is more than expected
        B. It is the tendency for the project scope to expand over time
        C. It most likely caused by a scope statement that is too broad
        D. It can have both positive and negative impacts on a project
        E. It can lead to added costs and possible project delays

        Scope creep is not when the cost of the project is more than expected. Scope creep can cause a project to be over-budget; however, it does not define a project that is over-budget.

6.   An expected output over the life of a project would be classified as

        <u>A.</u> A deliverable.
        B. A product.
        C. An end object.
        D. An objective.
        E. A target.

        Major deliverables are the expected outputs over the life of the project.

7.   The first step of project scope definition is to

        A. Analyze the strategic plan.
        B. Analyze the current budget plan.
        C. Meet with team members.
        D. Select team members.
        <u>E.</u> Define the overall objective to meet the customer's needs.

        The first step of project scope definition is to define the overall objective to meet your customer's need(s). The project objective answers the questions of what, when, and how much.

8.   In reviewing the project plan, Susan sees that the first prototype must be completed by
      October 12. This would be best classified as a

      A. Project target.
      B. Limit item.
      C. Milestone.
      D. Project objective.
      E. Critical goal.

      A milestone is a significant event in a project that occurs at a point in time. The milestone
      schedule shows only major segments of work; it represents first, rough-cut estimates of time,
      cost, and resources for the project.

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Larson - Chapter 04 #8
Learning Objective: Step 1: Defining the Project Scope
Level of Difficulty: 2 Medium

9.   The ability of a 911 emergency system to identify the caller's phone number and location is
      considered to be a

      A. Technical requirement.
      B. Milestone.
      C. Project limit.
      D. Project exclusion.
      E. Project deliverable.

      More frequently than not, a product or service will have technical requirements to ensure
      proper performance.

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Larson - Chapter 04 #9
Learning Objective: Step 1: Defining the Project Scope
Level of Difficulty: 2 Medium

10.   Which of the following is <u>NOT</u> one of the items that would appear on a project scope statement or checklist?

A. Deliverables
B. Technical requirements
C. Objectives
D. Work breakdown structure
E. Reviews with customer

The project objective, deliverables, milestones, technical requirements, limits and exclusions and customer reviews are all included in the project scope statement or checklist. We have not yet developed the WBS.

11.   "To construct a high-quality, custom home within five months at costs not to exceed $150,000" is best classified as

A. A deliverable.
B. A milestone.
C. An objective.
D. A limit.
E. An exclusion.

The first step of project scope definition is to define the overall objective to meet your customer's need(s). For example, as a result of extensive market research a computer software company decides to develop a program that automatically translates verbal sentences in English to Russian. The project should be completed within three years at a cost not to exceed $1.5 million. The objective answers the questions what, when and how much.

12. There are 5 steps involved when defining a project; which of the following is the second?

    A. Analyze the strategic plan
    B. Analyze the current budget plan
    C. Establish project priorities
    D. Select team members
    E. Define the major objectives to meet the customer's needs

The second step in defining a project is establishing project priorities. Quality and the ultimate success of a project are traditionally defined as meeting and/or exceeding the expectations of the customer and/or upper management in terms of cost (budget), time (schedule), and performance (scope) of the project.

13. One of the primary jobs of a project manager is to manage the trade-offs associated with the project. Which of the following is <u>NOT</u> one of the basic classifications of project priorities?

    A. Profit
    B. Cost
    C. Time
    D. Performance
    E. All of these are basic classifications

One of the primary jobs of a project manager is to manage the trade-offs among time, cost, and performance. To do so, project managers must define and understand the nature of the priorities of the project.

14.   After reviewing the project scope statement, the owner specifies that costs MUST stay within $400,000. This criterion is classified as

A. Constrained.
B. Enhanced.
C. Accepted.
D. Limited.
E. Fixed.

The original parameter is fixed. The project must be completed for $400,000 or less; therefore, cost is constrained.

15.   Scott has just been given a project that has a specific completion date. After a discussion with top management he finds that while the date is important the cost is more important and a slip in delivery would be acceptable if required to meet the cost targets. The completion date is best classified as

A. Constrained.
B. Reduced.
C. Accepted.
D. Limited.
E. Optional.

For which criterion is it tolerable or acceptable not to meet the original parameters? When trade-offs have to be made, is it permissible for the schedule to slip, to reduce the scope and performance of the project, or to go over budget? In this incident cost is constrained and the date will be accepted.

16. The _____ is used to assist in making project trade-offs among schedule, budget, and performance objectives.

    A. Responsibility matrix
    B. Work breakdown structure
    C. Project priority matrix
    D. Work package
    E. Criterion matrix

One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

17. The lowest element in the hierarchical breakdown of the WBS is

    A. A deliverable.
    B. A work package.
    C. A cost account.
    D. A lowest subdeliverable.
    E. An object.

The WBS begins with the final deliverable, which is the project itself and the highest element in the hierarchical breakdown of the WBS. Major project work deliverables are identified first and then the subdeliverables necessary to accomplish the larger deliverables are defined. The process is repeated until the subdeliverable detail is small enough to be manageable and where one person can be responsible. This subdeliverable is further divided into work packages, which is the lowest element in the hierarchical breakdown of the WBS.

18.   The highest element in the hierarchical breakdown of the WBS is

        A. A work package.
        B. Subdeliverables.
        C. A cost account.
        D. Major deliverables.
        E. The project.

        The WBS begins with the final deliverable, which is the project itself and the highest element
        in the hierarchical breakdown of the WBS. Major project work deliverables are identified first
        and then the subdeliverables necessary to accomplish the larger deliverables are defined. The
        process is repeated until the subdeliverable detail is small enough to be manageable and
        where one person can be responsible. This subdeliverable is further divided into work
        packages, which is the lowest element in the hierarchical breakdown of the WBS.

19.   All of the following are ways the WBS helps in managing projects EXCEPT

        A. With cost and time estimates the WBS makes it possible to plan, schedule and budget the
           project.
        B. It provides management with information appropriate to each level.
        C. Can be used to define communication channels.
        D. Allows the project manager to establish the overall objective of the project.
        E. As it is developed, organizational units and individuals can be assigned responsibility of
           work packages.

        The overall objective of the project must be established before creating the WBS.

20. All of the following are usually included in a work package EXCEPT

   A. What will be done.
   B. The time needed to complete the work.
   C. A single person who is responsible for its completion.
   D. All the costs for the work package.
   E. All of these are included in a work package.

   Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost. Each work package is a control point. A work package manager is responsible for seeing that the package is completed on time, within budget, and according to technical specifications.

21. The integration of the lowest level of the WBS with the organizational units responsible for performing the work is known as

   A. Responsibility matrix.
   B. Organization breakdown structure.
   C. Work breakdown structure.
   D. Priority matrix.
   E. Process breakdown structure.

   In practice, the outcome of this process is the organization breakdown structure (OBS). The OBS depicts how the firm has organized to discharge work responsibility.

22.   There are 5 steps involved when defining a project; which of the following is the last?

      A. Code the WBS for tracking
      B. Assign the cost account to a manager
      C. Assign the work package to a manager
      D. Develop the responsibility matrix
      E. All of these are included in the final step

The codes are used to define levels and elements in the WBS, organization elements, work packages, and budget and cost information. This is the last step when defining a project.

23.   When work packages are integrated with organizational units, a control point is created called a

      A. Responsibility matrix.
      B. Priority matrix.
      C. Work package.
      D. Cost account.
      E. Project overlap.

The intersection of work packages and the organizational unit creates a project control point (cost account) that integrates work and responsibility.

24. The WBS is best suited for projects that have a tangible outcome. Which of the following is used when the final outcome of the project is less tangible or is a product of a series of steps or phases?

    A. Responsibility matrix
    B. Organization breakdown structure
    C. A work breakdown structure is still effective for these types of projects
    D. Priority matrix
    E. Process breakdown structure

Process projects are driven by performance requirements and not plans or blueprints. Some practitioners choose to utilize what we refer to as a process breakdown structure (PBS) instead of the classic WBS.

25. If a project is small and does not require an elaborate system to assign tasks, which of the following is a good choice?

    A. Responsibility matrix
    B. Organization breakdown structure
    C. Work breakdown structure
    D. Priority matrix
    E. Process breakdown structure

The responsibility matrix (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project.

26.   The project scope statement indicates that the client is responsible for training the people who will be using the equipment and that the project team will train the client's trainers. This is an example of

A. Project objectives.
B. Deliverables.
C. Limits and exclusions.
D. Technical requirements.
E. Milestones.

The limits of scope should be defined. Failure to do so can lead to false expectations and to expending resources and time on the wrong problem.

27.   The tendency for the project deliverables to expand over time—usually by changing requirements, specifications, and priorities—is called

A. Scope erosion.
B. Scope creep.
C. Project bloat.
D. Scope enhancement.
E. Project add-ons.

The tendency for the project scope to expand over time—usually by changing requirements, specifications, and priorities—is called scope creep. Scope creep can be reduced by carefully writing your scope statement.

28. Which of the following is a good example of a Process Breakdown Structure?

   A. New car prototype
   B. New software program
   C. New instruction manual
   D. New sports stadium
   E. New project management book

   The WBS is best suited for projects that have a tangible outcome. A PBS is used when the final outcome of the project is less tangible or is a product of a series of steps or phases. Process projects are driven by performance requirements and not plans or blueprints. Some practitioners choose to utilize what we refer to as a process breakdown structure (PBS) instead of the classic WBS.

29. Which of the following is least likely to be included in a work package?

   A. How long the work package should take to complete
   B. A description of work to be performed
   C. Overhead expenses
   D. How much the work package should cost to complete
   E. The person responsible for the work package

   Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost. Work packages consist of what, how long, cost, resources, who and how well. Overhead costs are not typically found within a work package.

30. Having a strong communication plan can go a long way toward mitigating project problems. A communication plan should address all of the following EXCEPT

   A. When the information will be communicated.
   B. How information should be communicated and to whom.
   C. What methods will be used to gather and store information.
   D. What information needs to be collected and are there limits as to who has access to it.
   E. All of these should be addressed in a communication plan.

   A communication plan should contain what information needs to be collected, who will receive that information, how will the information be gathered, when it will be communicated and how, and if there are any limits on who has access to certain kinds of information.

31. A selective outline of the project that ensures the identification of all tasks and an understanding of what is to be done is called a(n) _____.

   work breakdown structure

   Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

32. The first step in planning any project is to _____.

   define the project scope

   Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

33.   The definition of the end result or mission of your project, or what you expect to deliver to your customer when the project is complete is the project _____.

<u>scope</u>

Your project scope should define the results to be achieved in specific, tangible, and measureable terms.

34.   Significant events in a project that occur at a specific point in time, are natural control points, and are easily recognized by project participants are known as _____.

<u>milestones</u>

A milestone is a significant event in a project that occurs at a point in time. The milestone schedule shows only major segments of work; it represents first, rough-cut estimates of time, cost, and resources for the project.

35.   The need for a functioning computer in countries having different electrical systems is an example of a _____.

<u>technical requirement</u>

More frequently than not, a product or service will have technical requirements to ensure proper performance. For example, a technical requirement for a personal computer might be the ability to accept 120-volt alternating current or 240-volt direct current without any adapters or user switches.

36. The agreement that training will be the responsibility of the customer and not the team is an example of a project _____.

<u>limit and exclusion</u>

The limits of scope should be defined. Failure to do so can lead to false expectations and to expending resources and time on the wrong problem.

37. The last element of a project scope statement or checklist ensures an understanding and agreement of expectations. This is known as _____.

<u>reviews with customer</u>

Completion of the scope checklist ends with a review with the customer, internal or external. Clear understanding and agreement of expectations is the main concern.

38. In regard to project priorities, if a project parameter such as the completion date or the cost of a project is fixed and must be met it is considered _____.

<u>constrained</u>

If the original parameter is fixed and the project must meet the completion date, specifications and scope of the project, or budget, it is constrained.

39. Taking advantage of opportunities to reduce costs or accelerate the schedule are examples of project criteria classified as _____.

<u>enhance</u>

In the case of time and cost, this usually means taking advantage of opportunities to either reduce costs or shorten the schedule. Conversely, with regard to performance, enhancing means adding value to the project.

40. In making project trade-offs, a criterion that is allowed not to meet the original target, for example, allowing the schedule to slip, is classified as _____.

   accept

   Questions to ask in regard to accept: For which criterion is it tolerable not to meet the original parameters? When trade-offs have to be made, is it permissible for the schedule to slip, to reduce the scope and performance of the project, or to go over budget?

41. A technique that clearly establishes priorities with customers and top management so as to create shared expectations and avoid misunderstandings is developing a(n) _____.

   priority matrix

   One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

42. The result of subdividing the work of a project into smaller and smaller work elements is called a(n) _____.

   work breakdown structure

   Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

43. The most detailed element in the hierarchical breakdown of the project work to be accomplished is known as the _____.

work package

The lowest level of the WBS is called a work package. Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost.

44. The intersection of work packages and the organizational unit creates a project control point called a(n) _____.

cost account

The intersection of work packages and the organizational unit creates a project control point (cost account) that integrates work and responsibility.

45. When specific work packages are assigned to a particular group or person within the organization, the result is called a(n) _____.

organization breakdown structure

The WBS is used to link the organizational units responsible for performing the work. In practice, the outcome of this process is the organization breakdown structure (OBS).

46. The final step in defining a project is _____ the WBS for the information system.

coding

Gaining the maximum usefulness of a breakdown structure depends on a coding system. The codes are used to define levels and elements in the WBS, organization elements, work packages, and budget and cost information.

47. The WBS is best suited for design and construction projects that have tangible outcomes. When the final outcome of the project is less tangible or it is result of a series of steps or phases, some project managers choose to utilize a(n) _____.

process breakdown structure (PBS)

It is more difficult to apply WBS to less tangible, process-oriented projects in which the final outcome is a product of a series of steps or phases. Some practitioners choose to utilize a process breakdown structure for these projects.

48. Once the _____ has been established, it is the basis for making trade-off decisions later in the project.

priority matrix

If midway through the project, a trade-off must be made between cost and expediting, which criterion has priority? One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

49. The type of information that will need to be collected during a project and who will receive this information can be found in the project _____ plan.

communication

The project communication plan addresses what information should be collected, who will receive it, what method will be used to gather it, when the information will be communicated and how it will be communicated.

50.   One tool that is used by project managers of small projects to summarize the tasks to be accomplished and who is responsible for what on a project is called a(n) _____.

responsibility matrix

The responsibility matrix (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project. It can be used when the size and scope of a project do not warrant an elaborate WBS or OBS.

51.   A document that is issued by upper management and provides the project manager with written authority to use organizational resources for project activities is called a(n) _____.

project charter

A project charter refers to a document that authorizes the project manager to initiate and lead the project.

52.   Scope creep can be reduced by carefully writing a(n) _____ statement.

scope

A main cause of scope creep is a poorly defined scope statement.

53.   One of the primary jobs of a project manager is to manage the trade-offs among time, cost, and performance. To do so, the project manager must define and understand the _____ of the project.

priorities

One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced and which can be accepted.

54. The gradual expansion of project requirements, specifications and priorities during the execution of project is known as _____.

    scope creep

    Scope describes what you expect to deliver to your customer when the project is complete. Your project scope should define the results to be achieved in specific, tangible, and measurable terms.

55. Scope creep occurs when your project is completed over-budget.

    FALSE

    Scope creep is not when the cost of the project is more than expected. Scope creep can cause a project to be over-budget; however, it does not define a project that is over-budget.

    AACSB: Reflective Thinking
    Accessibility: Keyboard Navigation
    Blooms: Understand
    Larson - Chapter 04 #55
    Learning Objective: Step 1: Defining the Project Scope
    Level of Difficulty: 1 Easy

56. There is a strong correlation between project success and clear project scope definition.

    TRUE

    Research clearly shows that a poorly defined scope or mission is a frequently mentioned barrier to project success.

    AACSB: Reflective Thinking
    Accessibility: Keyboard Navigation
    Blooms: Understand
    Larson - Chapter 04 #56
    Learning Objective: Step 1: Defining the Project Scope
    Level of Difficulty: 1 Easy

57.   Project scope describes what you expect to deliver to your customers when the project is complete.

<u>TRUE</u>

Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

58.   One of the items included on a project scope statement or checklist is the review with the customer.

<u>TRUE</u>

The project objective, deliverables, milestones, technical requirements, limits and exclusions and customer reviews are all included in the project scope statement or checklist.

59.   An expected output over the life of a project would be classified as a target.

<u>FALSE</u>

An expected output over the life of a project would be classified as a deliverable.

60.   An activity that represents a major segment of work is a good example of a milestone.

<u>FALSE</u>

A milestone is a significant event in a project that occurs at a point in time. The start or completion of an activity can represent a milestone, but not the activity itself. A milestone does not consume time.

61. The fact that a new home being built must meet local building codes is an example of a limit and exclusion.

     <u>FALSE</u>

     The fact that a new home being built must meet local building codes is an example of a technical requirement.

62. If a project criterion should be optimized if at all possible, it is classified as being constrained.

     <u>FALSE</u>

     If a project criterion should be optimized if at all possible, it is classified as being enhanced.

63. If the project time should be accepted, then the project must be completed on time.

     <u>FALSE</u>

     If the project time should be accepted, then it will be tolerated if project completion time must be extended.

64. During the course of a project, it is possible that the project priorities may change.

     <u>TRUE</u>

     The customer may suddenly need the project completed sooner or new directives from top management may emphasize cost saving initiatives. The project manager needs to be vigilant in order to anticipate and confirm changes in priorities and make appropriate adjustments.

65. Profit, time and performance are all basic classifications of project priorities.

     FALSE

     Cost, time and performance are all basic classifications of project priorities.

66. Integrating a project's work packages within the organization's management structure is known as work breakdown structure.

     FALSE

     Integrating a project's work packages within the organization's management structure is known as organizational breakdown structure.

67. The highest element in the hierarchical breakdown of the WBS is the first major deliverable for the project and the lowest element is a work package.

     FALSE

     The WBS begins with the final deliverable, which is the project itself and the highest element in the hierarchical breakdown of the WBS. Major project work deliverables are identified first and then the subdeliverables necessary to accomplish the larger deliverables are defined. The process is repeated until the subdeliverable detail is small enough to be manageable and where one person can be responsible. This subdeliverable is further divided into work packages, which is the lowest element in the hierarchical breakdown of the WBS.

68. Process breakdown structures are used when the size and the scope of the project do not warrant an elaborate WBS or OBS.

FALSE

It is more difficult to apply WBS to less tangible, process-oriented projects in which the final outcome is a product of a series of steps or phases. Some practitioners choose to utilize a process breakdown structure for these projects.

69. Responsibility matrices are used primarily with small and medium-sized projects and have limited use in large projects.

FALSE

One tool that is widely used by project managers and task force leaders of small projects is the responsibility matrix (RM). The RM (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project. More complex RMs can extend the WBS/OBS to help provide a clear and concise method for depicting responsibility, authority and communication channels even for larger projects.

70. A communication plan should include limits on who has access to certain kinds of information.

TRUE

A communication plan should contain what information needs to be collected, who will receive that information, how will the information be gathered, when it will be communicated and how, and if there are any limits on who has access to certain kinds of information.

71. The intersection of work packages and the organizational unit creates a project control point called a cost account.

TRUE

The intersection of work packages and the organizational unit creates a project control point (cost account) that integrates work and responsibility.

72. The project charter provides the project manager with written authority to use organizational resources for project activities.

TRUE

A project charter refers to a document that authorizes the project manager to initiate and lead the project.

73. For large companies, the organization breakdown structure is used rather than the work breakdown structure.

FALSE

The WBS is used to link organizational units responsible for performing the work. The OBS does not replace the WBS.

74. The hierarchical work breakdown structure provides management with information appropriate to each level.

TRUE

For example, top management deals primarily with major deliverables, while first-line supervisors deal with smaller subdeliverables and work packages.

75. The final stage in defining a project is coding the organization breakdown structure or OBS for the information system.

     <u>FALSE</u>

     The final stage in defining a project is coding the work breakdown structure or WBS for the information system.

76. "Reviews with customer" only refers to projects with external customers who are paying for the project.

     <u>FALSE</u>

     Completion of the scope checklist ends with a review with your customer—internal or external. The main concern here is the understanding and agreement of expectations.

77. A typical responsibility matrix will include not only those responsible for a specific task but can also include those who supply support and assistance.

     <u>TRUE</u>

     Responsibility matrices can help project managers depict who is responsible overall for an activity and who will support that individual.

78. Identify and briefly describe the five steps in defining a project.

Answer will vary

Feedback: (1) Defining the project scope; (2) Establishing project priorities; (3) Creating the work breakdown structure; (4) Integrating the WBS with the organization; (5) Coding the WBS.

79. Identify and briefly describe the six elements on the recommended project scope checklist.

Answer will vary

Feedback: (1) Project objectives; (2) Deliverables; (3) Milestones; (4) Technical requirements; (5) Limits and exclusions; (6) Reviews with customers.

80. In terms of project management, what is a deliverable? Give an example.

Answer will vary

Feedback: A deliverable is an expected output that occurs during the life of a project.

81. A priority matrix helps project managers manage trade-offs among time, cost and performance or scope. This helps to identify which criterion is constrained, which should be enhanced and which can be accepted. Some argue that all of these criteria are always constrained. Agree or disagree? Explain why.

Answer will vary

Feedback: Disagree. If everything goes well on the project and no major problems arise then this argument might be valid; however, this situation is rare. Project managers are often forced to make tough decisions that benefit one criterion while compromising the other two.

AACSB: Analytic
Blooms: Analyze
Larson - Chapter 04 #81
Learning Objective: Step 2: Establishing Project Priorities
Level of Difficulty: 3 Hard

82. In project management terms, what is meant by "managing the trade-offs"?

Answer will vary

Feedback: During project execution decisions will be needed to balance the three success criteria: costs, schedule, and performance. Typically one will be degraded in order to maintain or improve another. Thus the criteria are traded off.

AACSB: Analytic
Blooms: Analyze
Larson - Chapter 04 #82
Learning Objective: Step 2: Establishing Project Priorities
Level of Difficulty: 3 Hard

83. Identify and briefly describe the three categories used to classify the priority of major project parameters.

Answer will vary

Feedback: (1) Constrain (the parameter is fixed); (2) Enhance (the parameter should be optimized); (3) Accept (lower results are acceptable).

AACSB: Analytic
Blooms: Analyze
Larson - Chapter 04 #83
Learning Objective: Step 2: Establishing Project Priorities
Level of Difficulty: 2 Medium

84. During the course of a project, project priorities may change impacting the project priority matrix. Give an example.

Answer will vary

Feedback: The customer may suddenly need the project completed one month sooner or new directives from top management may emphasize cost saving initiatives.

85. What is meant by a work breakdown structure and how does it help manage projects?

Answer will vary

Feedback: A work breakdown structure (WBS) is the logical subdividing of major activities into smaller elements. It is useful to ensure complete planning of a project as well as a basis for monitoring progress.

86. What is a work package and what information does it contain?

Answer will vary

Feedback: A work package is the lowest element in the WBS. It is the basic unit used for planning, scheduling and controlling the project. Work packages consist of what, how long, cost, resources, who is responsible, and identify monitoring points for measuring progress.

87.   What is a responsibility matrix and how would it be used in project management?

Answer will vary

Feedback: The responsibility matrix (RM) summarizes the tasks to be accomplished and who is responsible for what on a project. It is used to ensure that all participants understand and agree on their assignments.

88.   Define scope creep. When is it good? When is it bad? Provide real-life examples of both cases.

Answer will vary

Feedback: Scope creep is the gradual expansion of project deliverables to the point that overall project constraints (costs and schedule) can no longer be met. It is good when the customer is happy and the project has been improved. It is bad when project duration is increased and costs become higher without creating any more value to the customer.

89.   What is an organization breakdown structure and how would you use it to plan a project?

Answer will vary

Feedback: The organization breakdown structure (OBS) is the process of defining which organization units are responsible for performing the work outlined in the individual work packages.

Chapter 4 Summary

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