***Experiencing MIS, 9e* (Kroenke)**
Chapter Extension 16 Systems Development Project Management

1) Which of the following is a characteristic of large-scale systems development projects?
A) short development intervals
B) single development site
C) avoidance of system localization
D) 50-100 development team members
Answer: D
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

2) Which of the following statements is TRUE of large-scale systems development projects?
A) They use simple computer programs to ensure consistency and speed in development.
B) They use development teams of less than 20 members to reduce complexity.
C) Their development can involve the integration of services from several companies.
D) Their development is carried out in a single site to ensure consistency.
Answer: C
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

3) The development of large-scale systems can involve the integration of products and services from different companies.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

4) Large-scale systems development requires extended development intervals as long as five or six years.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

5) What are the characteristics of information systems (IS) in large-scale systems development projects?
Answer: Information systems (IS) in large-scale systems development project have many features and functions. They require substantial computer resources and necessitate the creation of multifaceted, complicated computer programs. They process databases with hundreds of tables; dozens, possibly hundreds, of relationships; and terabytes of data. Such large-scale systems affect many business processes and support hundreds, possibly thousands, of concurrent users.
Because of their size, such systems require a large development team, often composed of 50 to 100 or more business and systems analysts, programmers, PQA engineers, and managers. To add further complexity, large-scale systems are often simultaneously developed at multiple sites. A project might involve teams in the United States, India, China, and other countries. Additionally, the development of large-scale systems can involve integrating products and services from different companies. In these larger development projects, some companies provide licensed software; others provide particular expertise, such as database design; and others provide development labor. Large-scale systems are frequently localized for different languages. Finally, large-scale systems development requires extended development intervals, sometimes as long as five or six years.
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

6) Systems development projects require the balancing of three critical drivers: requirements, cost, and _____.
A) scope
B) time
C) performance
D) value
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

7) Increasing the cost of a project can reduce the time required to complete the project up to a certain point, beyond which, the time required would increase due to _____.
A) economies of scale
B) diseconomies of scale
C) economies of scope
D) diseconomies of scope
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

8) In the context of a systems development project, which of the following statements is TRUE of the relationships between requirements, cost, and time?
A) Increasing the time for the completion of a project always increases the cost of the project.
B) Increasing the cost of a project will always reduce the time required to finish the project.
C) Reducing the requirements in a project rarely affects the time required to finish the project.
D) Reducing the number of requirements in a project reduces the overall cost of the project.
Answer: D
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

9) Pete, a civil engineer, is appointed to build a state-of-the-art office building. He begins planning the design and construction of the building with his team. He estimates that the building would take six months to build and assigns work and material accordingly to the workers. In this scenario, Pete is specifying the _____.
A) baseline
B) data model
C) line of code
D) scatter plot
Answer: A
AACSB: Reflective Thinking
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Application

10) The time involved in a project can always be reduced by increasing cost.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

11) Larger projects with longer development intervals will find it easier to meet baseline requirements.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

12) What are the trade-offs in a systems development project's requirements, cost, and time?
Answer: Systems development projects require the balancing of three critical drivers: requirements (scope), cost, and time. The requirements against the time and against the cost of a project can be traded off. If the requirements are reduced, a project would take less time to complete and the cost of the project will also decrease. The relationship between time and cost is more complicated. Normally, the time can be reduced by increasing cost, but only to a point, beyond which, the time to finish the project will actually increase due to diseconomies of scale. Thus, at some point, adding more people creates diseconomies of scale. In some projects, costs can be reduced by increasing time. However, this trade-off is not always true. By extending the project interval, one will need to pay labor and overhead for a longer period of time. Adding more time can, in this way, increase the cost of the project.
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

13) Which of the following is a technique that stipulates phases and processes for constructing information systems (IS) but does NOT address the management of large-scale projects?
A) systems development life cycle
B) rapid application development
C) agile software development
D) structured system analysis
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

14) In the Project Management Body of Knowledge (PMBOK®) Guide, the different stages in the life of a project are referred to as _____.
A) configuration controls
B) knowledge areas
C) process groups
D) resource zones
Answer: C
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

15) _____ is the knowledge area that refers to the management of an entire project and the construction of the final product.
A) Project integration
B) Project management
C) Procurement management
D) Quality management
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

16) _____ is a knowledge area that concerns the methods, media, and schedules for exchanging information with the project's sponsors within a team and with others who have an interest in the progress of the project.
A) Procurement management
B) Communications management
C) Quality management
D) Project integration
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

17) _____ is a knowledge area that concerns contracts with outside vendors for services, materials, and outsourcing of functions.
A) Communications management
B) Quality management
C) Project integration
D) Procurement management
Answer: D
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

18) The Project Management Body of Knowledge (PMBOK®) Guide identifies those practices that are known to be effective for different situations and briefly describes their use.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

19) Knowledge areas of the Project Management Body of Knowledge (PMBOK®) Guide refer to the factors in a project that need to be managed throughout the life of the project.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

20) What is the Project Management Body of Knowledge (PMBOK®) Guide for project management?
Answer: Project Management Body of Knowledge (PMBOK®) Guide, compiled by the Project Management Institute (PMI), contains what many believe are the best project management processes, practices, and techniques. The document does not describe the details of each practice or technique but instead identifies those practices that are known to be effective for different situations and briefly describes their use. Versions of this document are denoted by the year in which they are published. As of 2015, the current version is "A Guide to the Project Management Body of Knowledge (PMBOK®) Guide, Fifth Edition."
PMBOK® Guide is organized according to a grid, which shows five process groups and nine knowledge areas. The process groups refer to different stages in the life of a project. The nine knowledge areas refer to factors to be managed throughout the life of the project.
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

21) Each task in a systems development project should culminate in one or more _____.
A) deliverables
B) zones
C) segments
D) designs
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

22) A(n) _____ is a hierarchy of the tasks required to complete a project.
A) scatter plot
B) work breakdown structure
C) encryption algorithm
D) virtual model
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

23) A _____ defines the boundaries of a system in a work breakdown structure (WBS).
A) trade-off
B) code
C) scope
D) scale
Answer: C
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

24) Which of the following tools shows the tasks, dates, and dependencies in a project?
A) Gantt chart
B) exception report
C) push report
D) DPlot
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

25) A(n) _____ is the sequence of activities that determine the earliest date by which a project can be completed.
A) Gantt chart
B) critical path
C) encryption algorithm
D) scatter plot
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

26) Prototypes are examples of deliverables in a systems development project.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

27) The critical path determines the earliest date by considering the shortest path through the network of activities.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

28) In case of task dependencies in a project, all tasks must begin and end at the same time.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

29) Baseline work breakdown structures can be used for monitoring a project.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

30) What is a critical path? How is a critical path analysis done?
Answer: A critical path is a sequence of activities that determine the earliest date by which a project can be completed. The earliest date is the date determined by considering the longest path through the network of activities. Paying attention to task dependencies, a planner can compress tasks as much as possible. Those tasks that cannot be further compressed lie on the critical path. Microsoft Project and other project-planning applications can readily identify critical path tasks. Managers can use the critical path to perform critical path analysis. If a task is on the critical path, and if that task runs late, the project will be late. Hence, tasks on the critical path cannot be allowed to run late if the project is to be delivered on time. Additionally, tasks not on the critical path can run late to the point at which they would become part of the critical path. Hence, up to a point, resources can be taken from noncritical path tasks to shorten tasks on the critical path. Using critical path analysis, managers can move resources among tasks so as to compress the schedule.
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

31) Odell is the lead software developer for a new security system that needs to be urgently developed for a client. The client is insistent that the software be as infallible as possible, therefore, Odell would have to plan the systems development with precision. Which of the following activities would be Odell's biggest challenge while planning?
A) creating
B) scheduling
C) analyzing
D) testing
Answer: B
AACSB: Reflective Thinking
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Application

32) Scheduling a large-scale project is more difficult than scheduling individual projects.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Concept

33) One approach businesses take to address scheduling challenges in large-scale systems is avoiding the development of software in-house.
Answer: TRUE
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Concept

34) A function point is a feature or function of a new program.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Concept

35) The biggest challenge in planning large-scale systems development is scheduling. Describe the three approaches that organizations can take to address this challenge.
Answer: The first approach that organizations can take to address the challenge of scheduling large-scale systems development projects is to avoid all major schedule risks by never developing software in-house. Instead, they can license software from vendors. However, if no suitable software exists, companies can take one of two remaining approaches. They can admit the impossibility of systems development scheduling and plan accordingly. They can abandon the systems development life cycle and decide to invest a certain level of resources into a project, manage it as best as they can, and take the schedule that produces results. The third approach is to attempt to schedule the development project in spite of all difficulties. Several different estimation techniques can be used. If the project is similar to a past project, the schedule data from that past project can be used for planning. When such similar past projects exist, this technique can produce quality schedule estimates. If there is no such past project, managers can estimate the number of lines of code that will need to be written. Then they can use industry or company averages to estimate the time required. Another technique is to estimate the function points in a program, use each function point to determine the number of lines of code, and use that number to estimate schedules.
AACSB: Information Technology
Difficulty: 3: Challenging
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Concept

36) The challenges of managing large-scale systems development projects arise from _____.
A) economies of scale
B) economies of scope
C) increase in configuration control
D) lack of coordination
Answer: D
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

37) _____ refers to a set of management policies, practices, and tools that developers use to maintain control over a project's resources.
A) Perceptual mapping
B) Coordination control
C) Critical path analysis
D) Configuration control
Answer: D
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

38) A well-managed project will never face problems of diseconomies of scale.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

39) Unexpected events are a minor hurdle and are rarely considered while managing a large-scale systems development project.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

40) The smaller and shorter a project, the greater the chance of disruption due to unanticipated events.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

41) What are the biggest challenges for managing a large-scale systems development project?
Answer: The challenges of managing large-scale systems development projects arise from four different factors: coordination, diseconomies of scale, configuration control, and unexpected events. Large-scale projects are usually organized into a variety of development groups that work independently. Coordinating the work of these independent groups can be difficult, particularly if they reside in different geographic locations or different countries. An accurate and complete work breakdown structure (WBS) facilitates coordination, but no project ever proceeds exactly in accordance with the WBS. The coordination problem is increased because software is pure-thought stuff. Another problem is diseconomies of scale. Adding more people to a project increases coordination requirements. The number of possible interactions among team members rises exponentially with the number of team members. Ultimately, no matter how well managed a project is, diseconomies of scale will set in. Also, as the project proceeds, controlling the configuration of the work product becomes difficult. Problems can occur with designs, program code, database data, and other system components. Configuration control is vital here. The last major challenge to large-scale project management is unexpected events. The larger and longer a project lasts, the greater the chance of disruption due to an unanticipated event.
AACSB: Information Technology
Difficulty: 3: Challenging
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

42) _____ is the process by which users agree to one set of conditions, then add a bit more, then add a bit more, and so forth.
A) Requirements creep
B) Diseconomies of scale
C) Configuration control
D) Coordination
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept

43) Taking responsibility for requirements is the single most important task a user can perform for a large-scale development project.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept

44) Requirements creep is the process by which a project manager reduces his or her responsibilities for requirements through miniscule rollbacks.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept

45) Formalized project management is not necessary for large scale projects.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

46) A project generally begins with a _____ that outlines the tasks to be accomplished, the labor needed, and who is assigned to the tasks.
A) economies of scale
B) a good plan
C) baseline
D) a point of entry
Answer: C
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

47) If a project is running behind, it is best to add overtimes because cost is not a big factor in project management.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

48) Because it is easy to do, project managers do very well at balancing time, costs, and requirements.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

49) The Project Management Institute is an international origination specializing in best practices.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

50) All of these are project management processes EXCEPT _____.
A) initiating
B) planning
C) closing
D) training
Answer: D
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

51) _____ is inherent in all projects.
A) Overbudgeting
B) Risk
C) Difficulty in gathering requirements
D) Acquiring technical staff
Answer: B
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

52) Which of the following is a type of deliverable?
A) prototype
B) critical path
C) encryption algorithm
D) goal
Answer: A
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

53) A new task has been added to the project and the project manager must shorten the _____, the sequence of activities that determine the earliest date the project can be completed, so the project will finish on time.
A) Gantt chart
B) critical path
C) goals and objectives
D) scope
Answer: B
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

54) The single most important tool for large scale projects is the work breakdown structure.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

55) If project managers do not how long a project will take, they can estimate the number of lines of code that need to be written.
Answer: TRUE
AACSB: Reflective Thinking
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Concept

56) The biggest challenge in planning systems development is _____.
A) creating budgets
B) dealing with management
C) scheduling
D) testing
Answer: C
AACSB: Reflective Thinking
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Application

57) _____ is good for schedule uncertainties because requirements are managed to fit within the time available.
A) A work breakdown structure
B) Scrum
C) System analysis
D) Testing
Answer: B
AACSB: Reflective Thinking
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Application

58) Software is thought-stuff.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

59) Information systems exist to help organizations achieve their goals and objectives.
Answer: TRUE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept

60) Describe the user's responsibility in a systems development project.
Answer: Taking responsibility for requirements is the single most important task for the users. Users cannot be passive recipients of the IS department's services. Users must make sure the requirements are accurate and complete. Users must also take responsibility for managing change requirements and avoiding expensive scope creep. User must also assist with testing including identifying criteria and testing certain parts of the project.
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept

61) Why has the IRS has such difficulty modernizing the information systems for processing tax returns?
A) The price is too expensive.
B) Upper management continues to change.
C) Congress keeps changing the tax laws making it difficult to stabilize requirements.
D) People prefer paper tax returns.
Answer: C
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-1: Why Is Formalized Project Management Necessary?
Classification: Concept

62) All of the following disrupt a systems development project EXCEPT _____.
A) critical personnel leaving
B) technology changing
C) the baseline
D) a hurricane destroying the office
Answer: C
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-2: What Are the Trade-Offs in Requirements, Cost, and Time?
Classification: Concept

63) Once you have over 4,500 hours of project management-related experience, you can earn the Project Management Professional (PMP) certification by passing the Project Management Institute's (PMI) examination.
Answer: TRUE
AACSB: Information Technology
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-3: What Are the Dimensions of Project Management?
Classification: Concept

64) Microsoft Word is considered a 'best practice' tool for project management.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-4: How Does a Work Breakdown Structure Drive Project Management?
Classification: Concept

65) A systems development project is almost certain to require tradeoffs between time and cost.
Answer: TRUE
AACSB: Reflective Thinking
Difficulty: 2: Moderate
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-5: What Is the Biggest Challenge for Planning a Systems Development Project?
Classification: Application

66) In managing systems development projects, coordination problems are exacerbated because _____.
A) agile development projects are difficult to coordinate
B) project managers are difficult employees
C) the critical path causes delays
D) team members reside in different geographic locations around the world
Answer: D
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-6: What Are the Biggest Challenges for Managing a Systems Development Project?
Classification: Concept

67) Users do not have to test the requirements to help ensure a successful deliverable.
Answer: FALSE
AACSB: Information Technology
Difficulty: 1: Easy
Course LO: Discuss best practices for selecting, evaluating, and managing information systems projects.
Learning Obj: LO CE16-7: What Is the Single Most Important Task for Users on a Systems Development Project?
Classification: Concept