**Quiz 1**

1. Approximately what percentage of the world’s gross domestic product is spent on projects?

a. 10 percent

**b. 25 percent**

c. 50 percent

d. 75 percent

2. Which of the following is a not a potential advantage of using good project management?

a. Shorter development times

b. Higher worker morale

**c. Lower cost of capital**

d. Higher profit margins

3. A \_\_\_\_\_\_ is a temporary endeavor undertaken to create a unique product, service, or

result.

a. program

b. process

**c. project**

d. portfolio

4. Which of the following is not an attribute of a project?

a. projects are unique

b. projects are developed using progressive elaboration

c. projects have a primary customer or sponsor

**d. projects involve little uncertainty**

5. Which of the following is not part of the triple constraint of project management?

a. meeting scope goals

b. meeting time goals

**c. meeting communications goals**

d. meeting cost goals

6. \_\_\_\_\_\_ is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

**a. Project management**

b. Program management

c. Project portfolio management

d. Requirements management

7. Project portfolio management addresses \_\_\_\_\_\_ goals of an organization, while project

management addresses \_\_\_\_\_\_ goals.

**a. strategic, tactical**

b. tactical, strategic

c. internal, external

d. external, internal

8. Several application development projects done for the same functional group might best be

managed as part of a \_\_\_\_\_\_.

a. portfolio

**b. program**

c. investment

d. collaborative

9. Which of the following is not one of the top ten skills or competencies of an effective project

manager?

a. people skills

b. leadership

c. integrity

**d. technical skills**

10. What is the certification program called that the Project Management Institute provides?

a. Certified Project Manager (CPM)

**b. Project Management Professional (PMP)**

c. Project Management Expert (PME)

d. Project Management Mentor (PMM)

**Quiz 2**

**1.** Which of the following is not part of the three-sphere model for systems management?

a. business

**b. information**

c. technology

d. organization

2. Which of the four frames of organizations addresses how meetings are run, employee dress codes, and expected work hours?

a. structural

b. human resources

c. political

**d. symbolic**

3. Personnel in a \_\_\_\_\_\_ organizational structure often report to two or more bosses.

a. functional

b. project

**c. matrix**

d. hybrid

4. Project work is most successful in an organizational culture where all of the following characteristics

are high except \_\_\_\_\_\_.

a. member identity

b. group emphasis

c. risk tolerance

**d. control**

5. A \_\_\_\_\_\_ is a product or service, such as a technical report, a training session, or hardware, produced or provided as part of a project.

**a. deliverable**

b. product

c. work package

d. tangible goal

6. Which of the following is not a phase of the traditional project life cycle?

**a. systems analysis**

b. concept

c. development

d. implementation

7. What is the term used to describe a framework of the phases involved in developing information

systems?

**a. systems development life cycle**

b. rapid application development

c. predictive life cycle

d. extreme programming

8. Another name for a phase exit is a \_\_\_\_\_ point.

a. review

b. stage

c. meeting

**d. kill**

9. The nature of information technology projects is different from projects in many other industries

because they are very \_\_\_\_\_\_.

a. expensive

b. technical

**c. diverse**

d. challenging

10. What term is used to describe when an organization acquires goods and/or sources from an outside source in another country?

a. globalization

**b. offshoring**

c. exporting

d. global sourcing

Quiz 3

1. A \_\_\_\_\_\_ is a series of actions directed toward a particular result.

a. goal

**b. process**

c. plan

d. project

2. \_\_\_\_\_\_ processes include coordinating people and other resources to carry out the project plans and produce the products, services, or results of the project or phase.

a. Initiating

b. Planning

**c. Executing**

d. Monitoring and controlling

e. Closing

3. Which process group normally requires the most resources and time?

a. Initiating

b. Planning

**c. Executing**

d. Monitoring and controlling

e. Closing

4. What methodology was developed in the U.K., defines 45 separate subprocesses, and organizes these into eight process groups?

a. Six Sigma

b. RUP

c. PMBOK® Guide

**d. PRINCE2**

5. Which of the following outputs is often completed before initiating a project?

a. stakeholder register

**b. business case**

c. project charter

d. kick-off meeting

6. A work breakdown structure, project schedule, and cost estimates are outputs of the

\_\_\_\_\_\_ process.

a. initiating

**b. planning**

c. executing

d. monitoring and controlling

e. closing

7. Initiating involves developing a project charter, which is part of the project \_\_\_\_\_\_ management knowledge area.

**a. integration**

b. scope

c. communications

d. risk

8. \_\_\_\_\_\_ involves measuring progress toward project objectives and taking corrective

actions.

a. Initiating

b. Planning

c. Executing

**d. Monitoring and controlling**

e. Closing

9. What type of report do project teams create to reflect on what went right and what went

wrong with the project?

**a. lessons-learned report**

b. progress report

c. final project report

d. business case

10. Many people use \_\_\_\_\_\_ to have a standard format for preparing various project management documents.

a. methodologies

**b. templates**

c. project management software

d. standards

**Quiz 4**

1. Which of the following processes is not part of project integration management?

**a. develop the project business case**

b. develop the project charter

c. develop the project management plan

d. close the project or phase

2. What is the last step in the four-stage planning process for selecting information technology

projects?

a. information technology strategy planning

b. business area analysis

c. mind mapping

**d. resource allocation**

3. Which of the following is not a best practice for new product development projects?

a. align projects and resources with business strategy

**b. select projects that will take less than two years to provide payback**

c. focus on customer needs in identifying projects

d. assign project managers to lead projects

4. A new government law requires an organization to report data in a new way. Under which

category would a new information system project to provide this data fall?

a. problem

b. opportunity

**c. directive**

d. regulation

5. If estimates for total discounted benefits for a project are $120,000 and total discounted costs

are $100,000, what is the estimated return on investment (ROI)?

a. $20,000

b. $120,000

**c. 20 percent**

d. 120 percent

6. A \_\_\_\_\_\_\_\_\_\_\_\_ is a document that formally recognizes the existence of a project and provides

direction on the project s objectives and management.

**a. project charter**

b. contract

c. business case

d. project management plan

7. Which of the following items is not normally included in a project charter?

a. the name of the project manager

b. budget information

c. stakeholder signatures

**d. a Gantt chart**

8. \_\_\_\_\_\_\_\_\_ ensures that the descriptions of the project s products are correct and

complete.

**a. Configuration management**

b. Integrated change control

c. Integration management

d. A change control board

9. Which of the following is not a suggestion for performing integrated change control?

a. use good configuration management

**b. minimize change**

c. establish a formal change control system

d. view project management as a process of constant communication and negotiation

10. What tool and technique is used for all of the other project integration management

processes?

a. project management software

**b. templates**

c. expert judgment

d. all of the above

**Chapter 5**

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refer(s) to all the work involved in creating the products of the project

and the processes used to create them.

a. Deliverables

b. Milestones

**c. Scope**

d. Product development

2. Which tool or technique for collecting requirements is often the most expensive and time

consuming?

**a. interviews**

b. focus groups

c. surveys

d. observation

3. A \_\_\_\_\_\_\_\_\_\_\_ is a deliverable-oriented grouping of the work involved in a project that

defines the total scope of the project.

a. scope statement

**b. WBS**

c. WBS dictionary

d. work package

4. What approach to developing a WBS involves writing down or drawing ideas in a nonlinear

format?

a. top-down

b. bottom-up

c. analogy

**d. mind mapping**

5. Assume you have a project with major categories called planning, analysis, design, and testing.

What level of the WBS would these items fall under?

a. 0

b. 1

**c. 2**

d. 3

6. Which of the following is not a best practice that can help in avoiding scope problems on

information technology projects?

a. Keep the scope realistic

b. Use off-the-shelf hardware and software whenever possible

c. Follow good project management processes

**d. Don t involve too many users in scope management**

7. What major restaurant chain terminated a large project after spending $170 million on it, primarily

because they realized the project scope was too much to handle?

a. Burger King

b. Pizza Hut

**c. McDonald s**

d. Taco Bell

8. Scope \_\_\_\_\_\_\_\_\_\_\_\_ is often achieved by a customer inspection and then sign-off on key

deliverables.

**a. verification**

b. validation

c. completion

d. close-out

9. Which of the following is not a suggestion for improving user input?

a. Develop a good project selection process for information technology projects

b. Have users on the project team

c. Co-locate users with developers

**d. Only have meetings as needed, not on a regular basis**

10. Project management software helps you develop a \_\_\_\_\_\_\_\_\_\_\_, which serves as a basis

for creating Gantt charts, assigning resources, and allocating costs.

a. project plan

b. schedule

**c. WBS**

d. deliverable

**Chapter 6**

1. What is the first process in planning a project schedule?

a. defining milestones

**b. defining activities**

c. estimating activity resources

d. sequencing activity sequencing

2. Predecessors, successors, logical relationships, leads and lags, resource requirements, constraints,

imposed dates, and assumptions are all examples of \_\_\_\_\_\_\_ .

a. items in an activity list

b. items on a Gantt chart

c. milestone attributes

**d. activity attributes**

3. As the project manager for a software development project, you are helping to develop the

project schedule. You decide that writing code for a system should not start until users sign

off on the analysis work. What type of dependency is this?

a. technical

b. mandatory

**c. discretionary**

d. external

4. You cannot start editing a technical report until someone else completes the first draft. What

type of dependency does this represent?

**a. finish-to-start**

b. start-to-start

c. finish-to-finish

d. start-to-finish

5. Which of the following statements is false?

a. A resource breakdown structure is a hierarchical structure that identifies the project s

resources by category and type.

**b. Duration and effort are synonymous terms.**

c. A three-point estimate is an estimate that includes an optimistic, most likely, and pessimistic

estimate.

d. A Gantt chart is a common tool for displaying project schedule information.

6. What symbol on a Gantt chart represents a slipped milestone?

a. a black arrow

b. a white arrow

c. a black diamond

**d. a white diamond**

7. What type of diagram shows planned and actual project schedule information?

a. a network diagram

b. a Gantt chart

**c. a Tracking Gantt chart**

d. a milestone chart

8. \_\_\_\_\_\_\_\_\_\_\_ is a network diagramming technique used to predict total project duration.

**a. PERT**

b. A Gantt chart

c. Critical path method

d. Crashing

9. Which of the following statements is false?

a. Growing grass was on the critical path for a large theme park project.

b. The critical path is the series of activities that determine the earliest time by which a project can be completed.

c. A forward pass through a project network diagram determines the early start and early

finish dates for each activity.

**d. Fast tracking is a technique for making cost and schedule trade-offs to obtain the greatest**

**amount of schedule compression for the least incremental cost.**

10. \_\_\_\_\_\_\_\_\_\_\_ is a method of scheduling that considers limited resources when creating a

project schedule and includes buffers to protect the project completion date.

a. Parkinson s Law

b. Murphy s Law

c. Critical path analysis

**d. Critical chain scheduling**

**Chapter 7**

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a resource sacrificed or foregone to achieve a specific objective or

something given up in exchange.

a. Money

b. Liability

c. Trade

**d. Cost**

2. What is the main goal of project cost management?

a. to complete a project for as little cost as possible

**b. to complete a project within an approved budget**

c. to provide truthful and accurate cost information on projects

d. to ensure that an organization s money is used wisely

3. Which of the following is not a key output of project cost management?

a. activity cost estimates

**b. a cost management plan**

c. updates to the project management plan

d. a cost performance baseline

4. If a company loses $5 for every $100 in revenue for a certain product, what is the profit

margin for that product?

**a. 5 percent**

b. 5 percent

c. $5

d. $5

5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ reserves allow for future situations that are unpredictable.

a. Contingency

b. Financial

**c. Management**

d. Baseline

6. You are preparing a cost estimate for a building based on its location, purpose, number of square feet, and other characteristics. What cost estimating technique are you using?

**a. parametric**

b. analogous

c. bottom-up

d. top-down

7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ involves allocating the project cost estimate to individual work items

over time.

a. Reserve analysis

b. Life cycle costing

**c. Project cost budgeting**

d. Earned value analysis

8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a project performance measurement technique that integrates

scope, time, and cost data.

a. Reserve analysis

b. Life cycle costing

c. Project cost budgeting

**d. Earned value analysis**

9. If the actual cost for a WBS item is $1500 and its earned value was $2000, what is its cost variance, and is it under or over budget?

a. the cost variance is $500, which is over budget

b. the cost variance is $500, which is under budget

c. the cost variance is $500, which is over budget

**d. the cost variance is $500, which is under budget**

10. If a project is halfway completed and its schedule performance index is 110 percent and its

cost performance index is 95 percent, how is it progressing?

a. it is ahead of schedule and under budget

**b. it is ahead of schedule and over budget**

c. it is behind schedule and under budget

d. it is behind schedule and over budget