Question 1: Which of the following methodologies might be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; must be reliable; a somewhat longer schedule and the schedule visibility is not important?

1. V-model
2. System prototyping
3. Waterfall
4. Iterative
5. Parallel

Question 2: The Waterfall Methodology breaks the overall project into a series of release versions.

1. True
2. False

Question 3: The project methodology that takes the longest to complete is the Waterfall Development Methodology.

1. True
2. False

Question 4: RAD is an acronym for:

1. Rapid Application Design
2. Real Application Development
3. Real Autonomous Development
4. Rapid Authentic Development
5. Rapid Application Development

Question 5: Which of the following methodologies might be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; reasonably reliable; a short time schedule and the schedule visibility is not important?

1. Waterfall
2. Throwaway prototyping
3. Parallel
4. Iterative
5. System prototyping

Question 6: TJ is coordinating a project. Which would he probably NOT use to avoid conflicts?

1. Encourage a competitive edge between team members
2. Clearly defining plans for the project
3. Develop a project charter
4. Look at other projects and priorities and see how that might impact the project
5. Communicate the business value to the team

Question 7: Which would generally NOT be taken into consideration for project portfolio management in an organization?

1. The number of financially feasible projects

2. The number of tactical projects
3. The number of large projects
4. The number of strategic projects
5. The number of high risk projects

Question 8: Which of the following is not a project characteristic that will affect the methodology selection decision?

1. Creating a cost/benefit spreadsheet
2. User requirements clarity
3. System reliability
4. Complexity of the system
5. Schedule visibility

Question 9: Project teams of 12 to 15 are generally considered optimum

1. True
2. False

Question 10: Project Managers must be certified as PMP (Project Management Professionals)

1. True
2. False

Question 11: The main difference between the Parallel Development Methodology and the Iterative Development Methodology is that:

1. The Parallel Methodology will create various models or prototypes with user involvement before setting on design concepts and the Iterative will not
2. The Parallel Development Methodology will have various releases (like version 1.0; 2.0, etc.) and the Iterative will not
3. The Iterative Methodology will create various models or prototypes with user involvement before setting on design concepts and the Parallel Methodology will not
4. The Iterative Methodology will break the system project into sub-projects for analysis, design and implementation and then merge them into a final system and the Parallel will not
5. The Parallel Methodology will have subprojects and the Iterative Methodology will have various releases

Question 12: A team of developers and customers are in close communication, with frequent communications, simplicity, feedback and courage. This would best describe:

1. The waterfall development methodology
2. The throwaway prototyping methodology
3. The extreme programming methodology
4. The iterative development methodology
5. The parallel development methodology

Question 13: Garrett has been told by management that his project MUST be completed on time. His best estimates are more than two weeks after the absolute deadline. Which technique could he use to get a functional system on time?

1. System prototyping
2. Risk management
3. Activity elimination
4. Timeboxing
5. Benchmarking

Question 14: Extreme Programming (XP) stresses customer satisfaction and teamwork.

1. True
2. False

Question 15: Which is a true statement about IT projects?

1. Project teams of 12 to 15 are generally considered optimum
2. Project estimates tend to have a built-in buffer of time
3. Most IT departments face a demand for IT projects that far exceed the ability to do them.
4. Project Managers must be certified as PMP (Project Management Professionals)
5. The majority of projects taken on by IT departments are not strategic to the business

Question 16: What the MAIN difference between systems prototyping and throwaway prototyping?

1. Systems prototyping involves users while throwaway prototyping does not
2. Systems prototyping is a rapid application development methodology; while throwaway prototyping is not
3. Throwaway prototyping develops systems that will be use as 'stop-gap' systems – and generally for less than six months; while systems prototyping results in systems that will be used extensively for several years.
4. Throwaway prototyping involves users while systems prototyping does not
5. Systems prototyping works with users to quickly develop a simplified working version of the proposed system; while throwaway prototyping focuses more on exploring design alternatives

Question 17: A classic planning mistake mentioned in the textbook is having an 'overly optimistic schedule'.

1. True
2. False

Question 18: The most common reason for schedule and cost overruns is what?

1. Lack of support by sponsor and champion
2. Adding people to a late project
3. Lack of communication from project manager to project team
4. Scope creep
5. Team conflict

Question 19: Agile development is a group of programming-centric methodologies that focus on which of the following?

1. Working with a highly controversial project that may have political implications
2. Creating a cost/benefit spreadsheet
3. Making assignments for a project
4. Streamlining the SDLC

5. Creating the system proposal

Question 20: Which is NOT suggested for IT development projects?

1. Projects need to be prioritized
2. Projects need to give a positive return on investment within four years
3. Projects need to be carefully managed
4. Projects need to give value to the business
5. Projects need to be carefully selected

Question 21: The project methodology that takes the longest to complete is Extreme Programming Methodology.

1. True
2. False

Question 22: Which of the following methodologies might be most appropriate if you have a system project with: unclear user requirements; unfamiliar technologies; very complex; must be reliable; a short to medium time schedule and the schedule visibility is somewhat important?

1. Throwaway prototyping
2. Parallel
3. System prototyping
4. Waterfall
5. Iterative

Question 23: Throwaway Prototyping balances the benefits of well-thought-out analysis and design phases with the advantages of using prototypes to refine key issues before a system is built.

1. True
2. False

Question 24: Nate is managing a project that is behind by one month with five months to go. He should add four to six staff persons to the project to get it back up to speed.

1. True
2. False

Question 25: Which of the following might result in version 1; version 2 (etc.) of a system?

1. Parallel Development
2. Iterative Development
3. Waterfall Development
4. System Prototyping
5. System Prototyping

Question 26: In most IT departments, the demand for IT projects is generally about the same as the department's ability to supply them.

1. True
2. False

Question 27: Extreme Programming (XP) is BEST characterized as:

1. More explicit testing
2. A method for emphasizing customer satisfaction
3. A series of versions
4. A 'Quick and Dirty' system
5. A method for exploring design alternatives

Question 28: Scrum, XP and Dynamic systems development method (DSDM) are all classified as 'agile development' concepts.

1. True
2. False

Question 29: System prototyping is BEST characterized as:

1. A method for exploring design alternatives
2. A method for stressing customer satisfaction
3. A series of versions
4. A 'Quick and Dirty' system
5. More explicit testing

Question 30: The corporate IT department carefully needs to prioritize, select and manage a portfolio of projects.

1. True
2. False

Question 31: Rapid Application Development is a collection of methodologies that include all of the following except:

1. Throwaway Prototyping
2. V-model Methodology
3. System Prototyping
4. Iterative Development

Question 32: Which of the following methodologies might be most appropriate if you have a system project with: unclear user requirements; unfamiliar technologies; somewhat complex; needs to be reliable; time is not an issue and the schedule visibility is somewhat important?

1. Waterfall
2. Iterative
3. Throwaway prototyping
4. System prototyping
5. Parallel

Question 33: A critical success factor for project management is to start with a realistic assessment of the work that needs to be accomplished.

1. True
2. False

Question 34: The Throwaway Prototyping methodology is good at creating release version 1.0 for users; and then the methodology shifts to system prototyping to finish the system.

1. True
2. False

Question 35: Which of the following methodologies might be most appropriate if you have a system project with: unclear requirements; very familiar technologies; not all that complex; reasonably reliable; a short time schedule and the schedule visibility is somewhat important?

1. Iterative
2. Waterfall
3. Parallel
4. System prototyping
5. Agile development

Question 36: Which of the following methodologies might be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; reasonably reliable; a very long time schedule, and the schedule visibility is not important?

1. Waterfall
2. System prototyping
3. Parallel
4. Throwaway prototyping
5. Iterative

Question 37: Interpersonal skills for a project manager might be important when:

1. Using the V-model variation of the Waterfall Methodology.
2. Making assignments for a project
3. Creating a cost/benefit spreadsheet
4. Working with a highly controversial project that may have political implications
5. Creating the system proposal

Question 38: Scope creep happens when new requirements are added to the project after the original project scope was defined.

1. True
2. False

Question 39: Which of the following methodologies takes the longest to complete all the SDLC steps?

1. Parallel
2. System prototyping
3. Iterative
4. Waterfall
5. Throwaway prototyping

Question 40: The Throwaway Prototyping methodology is especially good for exploring design alternatives.

1. True

2. False

Question 41: The margin of error in cost and time estimates can be as much as 20% in the planning phase for the system proposal deliverable.

1. True
2. False

Question 42: If you had a project with very clear requirements; familiar technologies; not super complex; reliable; a very long time schedule and where the need for schedule visibility is low – the best methodology might be Extreme programming.

1. True
2. False

Question 43: Micah is a fairly new project manager. He estimated for a project plan (on the planning phase) that the project would cost $50,000 and take 20 weeks. According to the margin of error guidelines for well-done estimates, that could range from:

1. 0 and $100,000 – and between 15 and 25 weeks
2. 0 and $100,000 – and between 0 and 40 weeks
3. 25,000 and $75,000 – and between 10 and 30 weeks
4. 5,000 and $100,000 – and between 10 and 30 weeks
5. 10,000 and $60,000 – and between 12 and 28 weeks

Question 44: Bob is selecting a systems analysis and design methodology. What might be the first step?

1. Do a quick 'cost/benefit' analysis on which methodology will provide the most benefits at the lowest cost
2. Researching the organizations standards and policies for 'approved' methodologies
3. Interviewing senior management as to their suggestions on methodologies
4. Do an analysis on which methodology might lessen or eliminate scope creep
5. Selecting the shortest methodology

Question 45: A critical success factor in project management is to do which of the following?

1. Use a CASE tool to delineate requirements from work tasks
2. Use throwaway prototyping
3. Hire an outside project management consulting group
4. Say "no" to all requests as they add to 'scope creep'
5. Start with a realistic assessment of the work that needs to be done

Question 46: Project estimates tend to have a built-in buffer of time

1. True
2. False

Question 47: Which of the following methodologies might be most appropriate if you have a system project with: somewhat unclear requirements; somewhat unfamiliar technologies; that is complex; reasonably reliable; a short time schedule and high schedule visibility?

1. Parallel

2. Iterative
3. Waterfall
4. System prototyping
5. Throwaway prototyping

Question 48: Which of the following is NOT a classic planning mistake?

1. Failing to monitor the schedule
2. Omitting key requirements
3. Overly optimistic schedule
4. Adding people to a late project
5. Failing to update the schedule

Question 49: Which of the following would BEST describe "system complexity"?

1. The aspect of using technologies that analysts and developers are familiar with
2. The aspect of how accurate the system must be (such as medical equipment or for games)
3. The aspect of how intricate and difficult the system must be
4. The aspect of how quickly the system can be developed and implemented
5. The aspect of what the business side really wants the system to do

Question 50: Which of the following would BEST describe "system reliability"?

1. The aspect of using technologies that analysts and developers are familiar with
2. The aspect of how accurate the system must be (such as medical equipment or for games)
3. The aspect of how quickly the system can be developed and implemented
4. The aspect of what the business side really wants the system to do
5. The aspect of how complex the system must be

Question 51: The science (or art) of project management is setting a schedule and sticking to it no matter what – even if that includes working weekends and adding staff to reach the deadline on time.

1. True
2. False

Question 52: The Iterative approach of the RAD methodology breaks the overall project into a series of release versions.

1. True
2. False

Question 53: Suggestions for motivation might include all of these EXCEPT:

1. Having a good working environment
2. Setting realistic deadlines
3. Recognize and reward good efforts
4. Giving all team members the same bonus on a project
5. Reward those with outstanding quality and effort

Question 54: Agile Development stresses analysis, modeling and documentation over programming.

1. True

2. False

Question 55: CIO is an acronym for "Chief Information Officer".

1. True
2. False

Question 56: If the skills required by a project cannot be met by the available project team, which would probably NOT be a reasonable solution?

1. Use a contract employee
2. Train the project team (or some of the team) on the skills needed
3. Use a consultant
4. Modify the project to use skills inherent on the project team
5. Mentor a team member (like sending a person to work on a similar project to acquire the necessary skills)

Question 57: Throwaway prototyping is BEST characterized as:

1. A method for stressing customer satisfaction
2. A series of versions
3. More explicit testing
4. A 'quick and dirty' system
5. A method for exploring design alternatives

Question 58: The V-model pays more explicit attention to _____:

1. Testing
2. Prototyping
3. Return on investment (ROI)
4. Iteration
5. Business Value (the "V")

Question 59: Most IT departments face a demand for IT projects that far exceed the ability to do them.

1. True
2. False

Question 60: Extreme programming requires a great deal of discipline and it is recommended for:

1. Considerable onsite user involvement
2. Mission critical applications
3. Large development teams
4. Large systems
5. All of these

Question 61: PMP is People – Management – Project – the three components of successful project management.

1. True
2. False

Question 62: A classic planning mistake mentioned in the textbook is motivating employees with financial rewards instead of recognition and genuine thanks.

1. True
2. False

Question 63: Parallel methodology is BEST characterized as:

1. A 'Quick and Dirty' system
2. A method for stressing customer satisfaction
3. More explicit testing
4. A method for exploring design alternatives
5. A series of versions

Question 64: Extreme programming emphasizes:

1. Communication as a core value
2. Customer satisfaction
3. Simplicity as a core value
4. Teamwork
5. All of these

Question 65: The majority of projects taken on by IT departments are not strategic to the business

1. True
2. False

Question 66: Either systems prototyping or throwaway prototyping are generally a good methodology choice when the project has unclear user requirements.

1. True
2. False