Chapter 01

Modern Project Management

**Multiple Choice Questions**

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| 1. | A professional organization for project management specialists is the      |  |  | | --- | --- | | A. | PMI. |  |  |  | | --- | --- | | B. | AMA. |  |  |  | | --- | --- | | C. | MIS. |  |  |  | | --- | --- | | D. | IPM. |  |  |  | | --- | --- | | E. | PMBOK. | |

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| 2. | Which of the following is NOT considered to be a characteristic of a project?      |  |  | | --- | --- | | A. | An established objective |  |  |  | | --- | --- | | B. | A clear beginning and end |  |  |  | | --- | --- | | C. | Specific time, cost and performance requirements |  |  |  | | --- | --- | | D. | For internal use only |  |  |  | | --- | --- | | E. | Something never been done before | |

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| 3. | Which of the following activities is NOT considered a project?      |  |  | | --- | --- | | A. | Developing a new software program |  |  |  | | --- | --- | | B. | Designing a space station |  |  |  | | --- | --- | | C. | Preparing the site for the Olympic Games |  |  |  | | --- | --- | | D. | Production of automobile tires |  |  |  | | --- | --- | | E. | Developing a new advertising program | |

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| 4. | Which of the following activities is the best example of a project?      |  |  | | --- | --- | | A. | Processing insurance claims |  |  |  | | --- | --- | | B. | Producing automobiles |  |  |  | | --- | --- | | C. | Writing a policy manual |  |  |  | | --- | --- | | D. | Monitoring product quality |  |  |  | | --- | --- | | E. | Overseeing customer requests | |

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| 5. | Which of the following is NOT one of the stages of a project life cycle?      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 6. | In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle, project objectives are established, teams are formed, and major responsibilities are assigned.      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 7. | In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle, a major portion of the physical project work performed.      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 8. | In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle you are more likely to find status reports, changes, and the creation of forecasts.      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 9. | In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle the project's schedule and budget will be determined.      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 10. | In the \_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle project the product is delivered to the customer and resources are reassigned.      |  |  | | --- | --- | | A. | Identifying |  |  |  | | --- | --- | | B. | Defining |  |  |  | | --- | --- | | C. | Planning |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Closing | |

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| 11. | Which of the following is NOT typical of a project manager?      |  |  | | --- | --- | | A. | Managing a temporary activity |  |  |  | | --- | --- | | B. | Overseeing existing operations |  |  |  | | --- | --- | | C. | Managing a nonrepetitive activity |  |  |  | | --- | --- | | D. | Responsible for time, cost and performance trade-offs |  |  |  | | --- | --- | | E. | Work with a group of outsiders, including vendors and suppliers | |

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| 12. | Which of the following is NOT one of the driving forces behind the increasing demand for project management?      |  |  | | --- | --- | | A. | Compression of the product life cycle |  |  |  | | --- | --- | | B. | Knowledge explosion |  |  |  | | --- | --- | | C. | Increasing need for multiproject management |  |  |  | | --- | --- | | D. | Declining need for product customization |  |  |  | | --- | --- | | E. | More sustainable business practices | |

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| 13. | Project management is ideally suited for a business environment requiring all of the following EXCEPT      |  |  | | --- | --- | | A. | Accountability. |  |  |  | | --- | --- | | B. | Flexibility. |  |  |  | | --- | --- | | C. | Innovation. |  |  |  | | --- | --- | | D. | Speed. |  |  |  | | --- | --- | | E. | Repeatability. | |

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| 14. | Which dimension of project management centers on creating a temporary social system within a larger organizational environment that combines the talents of a divergent set of professionals working to complete the project?      |  |  | | --- | --- | | A. | Communication |  |  |  | | --- | --- | | B. | Sociocultural |  |  |  | | --- | --- | | C. | Social |  |  |  | | --- | --- | | D. | Technical |  |  |  | | --- | --- | | E. | Scheduling | |

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| 15. | Which of the following statements is true?      |  |  | | --- | --- | | A. | Project management is far from a standard way of doing business |  |  |  | | --- | --- | | B. | Project management is increasingly contributing to achieving organizational strategies |  |  |  | | --- | --- | | C. | Project management is being used at a consistent percentage of a firm's efforts |  |  |  | | --- | --- | | D. | Project management is a specialty that few organizations have access to |  |  |  | | --- | --- | | E. | All of these statements are false | |

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| 16. | Project management is important to understand when people are a part of a project team because they      |  |  | | --- | --- | | A. | Work with others to create a schedule and budget. |  |  |  | | --- | --- | | B. | Need to understand project priorities so they can make independent decisions. |  |  |  | | --- | --- | | C. | Need to be able to monitor and report project progress. |  |  |  | | --- | --- | | D. | Need to understand the project charter or scope statement that defines the objectives and parameters of the project. |  |  |  | | --- | --- | | E. | All of these are reasons it is important for project team members to understand project management. | |

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| 17. | Project governance does NOT include      |  |  | | --- | --- | | A. | Setting standards for project selection. |  |  |  | | --- | --- | | B. | Overseeing project management activities. |  |  |  | | --- | --- | | C. | Centralization of project processes and practices. |  |  |  | | --- | --- | | D. | Options for continuous improvement. |  |  |  | | --- | --- | | E. | Allowing project managers to plan the project the way they see fit. | |

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| 18. | Projects should align with the organization's overall strategy in order to      |  |  | | --- | --- | | A. | Complete the project safely. |  |  |  | | --- | --- | | B. | Reduce waste of scarce resources. |  |  |  | | --- | --- | | C. | Ensure customer satisfaction. |  |  |  | | --- | --- | | D. | Secure funding. |  |  |  | | --- | --- | | E. | None of these are reasons why projects should align with the organization's overall strategy. | |

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| 19. | Two dimensions within the project management process are      |  |  | | --- | --- | | A. | Technical and sociocultural. |  |  |  | | --- | --- | | B. | Cost and time. |  |  |  | | --- | --- | | C. | Planned and unexpected. |  |  |  | | --- | --- | | D. | Established and new. |  |  |  | | --- | --- | | E. | Unique and reoccurring. | |

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| 20. | Which of these is NOT part of the "technical dimension" of project management?      |  |  | | --- | --- | | A. | WBS |  |  |  | | --- | --- | | B. | Budgets |  |  |  | | --- | --- | | C. | Problem solving |  |  |  | | --- | --- | | D. | Schedules |  |  |  | | --- | --- | | E. | Status reports | |

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| 21. | Which of these is NOT part of the "sociocultural dimension" of project management?      |  |  | | --- | --- | | A. | Negotiation |  |  |  | | --- | --- | | B. | Resource allocation |  |  |  | | --- | --- | | C. | Managing customer expectations |  |  |  | | --- | --- | | D. | Leadership |  |  |  | | --- | --- | | E. | Dealing with politics | |

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| 22. | Corporate downsizing has increased the trend toward      |  |  | | --- | --- | | A. | Reducing the number of projects a company initiates. |  |  |  | | --- | --- | | B. | Outsourcing significant segments of project work. |  |  |  | | --- | --- | | C. | Using dedicated project teams. |  |  |  | | --- | --- | | D. | Shorter project lead times. |  |  |  | | --- | --- | | E. | Longer project lead times. | |

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| 23. | Which of the following is NOT a reason why project management has become a standard way of doing business?      |  |  | | --- | --- | | A. | Increased need for skilled management of stakeholders outside of organization |  |  |  | | --- | --- | | B. | Projects need to be done faster |  |  |  | | --- | --- | | C. | Organizations are doing more project work in-house instead of outsourcing |  |  |  | | --- | --- | | D. | Organizations are executing more and more projects |  |  |  | | --- | --- | | E. | Increased product complexity and innovation | |

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| 24. | Which of the following is typically the responsibility of a project manager?      |  |  | | --- | --- | | A. | Meeting budget requirements |  |  |  | | --- | --- | | B. | Meeting schedule requirements |  |  |  | | --- | --- | | C. | Meeting performance specifications |  |  |  | | --- | --- | | D. | Coordinating the actions of the team members |  |  |  | | --- | --- | | E. | All of these are typical responsibilities | |

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| 25. | A series of coordinated, related, multiple projects that continue over an extended time period and are intended to achieve a goal is known as a      |  |  | | --- | --- | | A. | Strategy. |  |  |  | | --- | --- | | B. | Program. |  |  |  | | --- | --- | | C. | Campaign. |  |  |  | | --- | --- | | D. | Crusade. |  |  |  | | --- | --- | | E. | Venture. | |

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| 26. | Which of the following is NOT true about project management?      |  |  | | --- | --- | | A. | It is not limited to the private sector |  |  |  | | --- | --- | | B. | Many opportunities are available for individuals interested in this career path |  |  |  | | --- | --- | | C. | It improves one's ability to plan, implement and manage activities to accomplish specific organizational objectives |  |  |  | | --- | --- | | D. | It focuses primarily on technical processes |  |  |  | | --- | --- | | E. | It is a set of tools | |

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| 27. | As the number of small projects increase within an organization's portfolio, what is a challenge an organization faces?      |  |  | | --- | --- | | A. | Sharing resources |  |  |  | | --- | --- | | B. | Measuring efficiency |  |  |  | | --- | --- | | C. | Managing risk |  |  |  | | --- | --- | | D. | Prioritizing projects |  |  |  | | --- | --- | | E. | All of these are challenges | |

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| 28. | Governance of all project management processes and procedures helps provide senior management with all of the following EXCEPT      |  |  | | --- | --- | | A. | A method to ensure projects that are important to senior management are being implemented |  |  |  | | --- | --- | | B. | An assessment of the risk their portfolio of projects represents |  |  |  | | --- | --- | | C. | An overview of all project management activities |  |  |  | | --- | --- | | D. | A metric to measure the improvement of managing projects relative to others in the industry |  |  |  | | --- | --- | | E. | A big picture of how organizational resources are being used | |

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| 29. | Which of the following is a good example of a program?      |  |  | | --- | --- | | A. | Planting a garden |  |  |  | | --- | --- | | B. | Developing a new residential area that includes six custom homes |  |  |  | | --- | --- | | C. | Developing a new marketing plan |  |  |  | | --- | --- | | D. | Taking notes each class meeting to prepare for the final |  |  |  | | --- | --- | | E. | Planning a wedding | |

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| 30. | Which of the following represents the correct order of stages within the project life cycle?      |  |  | | --- | --- | | A. | Planning, Defining, Executing, Closing |  |  |  | | --- | --- | | B. | Closing, Planning, Defining, Executing |  |  |  | | --- | --- | | C. | Defining, Planning, Executing, Closing |  |  |  | | --- | --- | | D. | Executing, Defining, Planning, Closing |  |  |  | | --- | --- | | E. | Planning, Defining, Closing, Executing | |

**Fill in the Blank Questions**

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| 31. | Project management is not limited to the \_\_\_\_\_\_\_\_\_\_ sector.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 32. | The initial stage in the project life cycle is the \_\_\_\_\_\_\_\_\_\_ stage.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 33. | The final stage in the project life cycle is the \_\_\_\_\_\_\_\_\_\_ stage.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 34. | A professional organization for project managers that has grown from 93,000 in 2002 to more than 520,000 currently is the \_\_\_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 35. | A major part of the project work, both physical and mental, takes place in the \_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 36. | The project's schedule and budget will be determined in the \_\_\_\_\_\_\_\_\_\_\_ stage of the project life cycle.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 37. | A temporary endeavor undertaken to create a unique product, service, or result is a(n) \_\_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 38. | In today's high-tech industries the product life cycle is averaging \_\_\_\_\_\_\_\_\_ to 3 years.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 39. | The advent of many small projects has created the need for an organization that can support \_\_\_\_\_\_\_\_\_\_ management.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 40. | Increased competition has placed a premium on customer satisfaction and the development of \_\_\_\_\_\_\_\_\_\_ products and services.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |