Information Technology Project Management 3rd Edition Marchewka Test Bank

Information Technology Project Management 3e - Marchewka

Chapter 1: The Nature of Information Technology Projects

True/False

- 1. Information Technology Projects are organizational investments.
 - a. True
 - b. False

True

- 2. The Data Processing Era that began in the 1960's focused on automating many of the organizational transactions such as general accounting, inventory management, and production scheduling with the aid of a centralized mainframe or mini computers.
 - a. True
 - b. False

True

- 3. The Data Processing Era that began in the 1960's focused on automating many of the organizational transactions such as general accounting, inventory management, and production scheduling with the aid of the personal computer (PC).
 - a. True
 - b. False

False

- 4. The Micro Era that started in the 1980's provided a smooth transition from large centralized computers to the personal computer that was widely welcomed by data processing managers who believed the replication of data throughout the organization would provide added backup and security.
 - a. True
 - b. False

False

- 5. The rise of islands of independent that replicated data throughout the organization during the Micro Era in the 1980's often challenged the centralized control of many data processing managers.
 - a. True
 - b. False

- 6. During the Network Era, IT projects have focused primarily on the challenge of creating a scalable IT infrastructure to support many partners, strategic alliances, vendors, and customers.
 - a. True
 - b. False

- 7. According to the CHAOS studies most IT projects are completed on time and on budget.
 - a. True
 - b. False

False

- 8. According to the CHAOS studies, more IT projects are becoming increasing successful, but there is still a need to improve the likelihood of success.
 - a. True
 - b. False

True

- 9. According to the CHAOS studies, user involvement and executive support tend to be important factors for successful projects.
 - a. True
 - b. False

True

- 10. According to the Standish Group, it appears that most project today fail <u>not</u> because of technology, but from a lack of user involvement and incomplete resources
 - a. True
 - b. False

True

- 11. According to the Standish Group, it appears that most project today fail because software developers have trouble understanding and using new technologies.
 - a. True
 - b. False

False

- 12. The Socio-Technical Approach has been adopted by many organizations because successful projects require a pure technical approach that focuses on the tools, techniques, and methodologies of IT development.
 - a. True
 - b. False

- 13. IT projects must provide value an organization.
 - a. True
 - b. False

- 14. Efficiency can be defined as *doing the thing right*, while effectiveness can be defined as *doing the right thing*.
 - a. True
 - b. False

True

- 15. Only the most successful projects are likely to lead to best practices.
 - a. True
 - b. False

False

- 16. A project can be defined as a temporary endeavor undertaken to accomplish a unique purpose.
 - a. True
 - b. False

True

- 17. Project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements.
 - a. True
 - b. False

True

- 18. The *triple constraint relationship* implies that owners, stakeholders and sponsors must communicate effectively to help ensure project success.
 - a. True
 - b. False

False

- 19. Stakeholders are people or groups who have a vested interest in the project's outcome.
 - a. True
 - b. False

True

- 20. Stakeholders include only the shareholders of publicly-traded organizations who have a vested interest in the successful outcome of the project because they expect a reasonable return on their investment.
 - a. True
 - b. False

- 21. Having subject matter experts on a development team is more productive than having technical people learn the subject matter required for the project.
 - a. True
 - b. False

- 22. A project sponsor is responsible for ensuring that all of the project management and technical development processes are in place and being carried out within a set of specific requirements, defined processes, and quality standards.
 - a. True
 - b. False

False

- 23. The project manager or team leader is responsible for ensuring that all of the project management and technical development processes are in place and being carried out within a set of specific requirements, defined processes, and quality standards.
 - a. True
 - b. False

True

- 24. Assumptions are what we use to estimate scope, schedule and budget and to assess the risks of the project.
 - a. True
 - b. False

True

- 25. Progressive elaboration means that many of the project tasks will be completed in steps or increments.
 - a. True
 - b. False

True

- 26. Projects are planned organizational change. Therefore, the project manager and team do not need to worry about the political climate within the organization because top management has a firm understanding of the organization's culture, environment, politics, etc.
 - a. True
 - b. False

- 27. The project life cycle is a collection of logical stages or phases that maps the life of a project from its beginning to its end in order to define, build, and deliver the product of the project (i.e., the information system).
 - a. True
 - b. False

- 28. Phase exits, stage gates, or kill points are tangible and verifiable work products that require additional resources before progressing to the next logical stage or phase.
 - a. True
 - b. False

False

- 29. Fast tracking involves starting the next phase or work on the next deliverable before the current phase or deliverable is completed so that the project schedule can be shortened.
 - a. True

b. False

True (p.14)

- 30. Cost and staffing levels of a project are generally high at the start of the project, but then decrease as the project work progresses and is completed.
 - a. True
 - b. False

False

- 31. A baseline plan defines the agreed upon scope, schedule, and budget of a project.
 - a. True
 - b. False

True

- 32. The value of an IT project is always known immediately once the system is implemented and turned over to the users.
 - a. True
 - b. False

False

- 33. The most common product life cycle in IT is the Systems Development Life Cycle, which represents the sequential phases or stages an information system follows throughout its useful life.
 - a. True
 - b. False

- 34. Planning, analysis, design, implementation, and maintenance/support are the five basic phases in the systems development life cycle.
 - a. True
 - b. False

- 35. During the analysis stage of the SDLC, the project team may document the current system to develop an "as is" model to understand the system currently in place.
 - a. True
 - b. False

True

- 36. A system that is developed using the project life cycle methodologies is called a legacy system.
 - a. True
 - b. False

False

- 37. The waterfall model is a structured approach to systems development that follows the SDLC closely.
 - a. True
 - b. False

True

- 38. During the implementation stage of the SDLC, the project team may document the current system to develop an "as is" model to understand the system currently in place.
 - a. True
 - b. False

False

- 39. Today, the development of an IT project will follow either a structured approach or the waterfall method.
 - a. True
 - b. False

False

- 40. One characteristic of the waterfall model is that a great deal of time and effort is spent in the early phases getting the requirements and design right because it is more expensive to fix a bug or add a missing requirement in the later stages of the project.
 - a. True
 - b. False

- 41. One criticism of the iterative systems development approach is that it takes too long to develop systems and that it does not embrace the idea that changing requirements are inevitable.
 - a. True
 - b. False

False

- 42. Rapid applications development (RAD) provides a highly structured approach to systems development that stresses a sequential and logical flow of development activities.
 - a. True
 - b. False

False

- 43. Prototyping is an iterative approach where the user and developer work closely together to develop a partially or fully functional system as soon as possible.
 - a. True
 - b. False

True

- 19. Spiral development breaks up a software project into a number of miniprojects that address one or more major risks until all the risks have been addressed.
 - a. True
 - b. False

True

- 20. eXtreme Programming (XP) is an Agile systems development approach that requires software developers to follow the waterfall model.
 - a. True
 - b. False

False

- 21. Under eXtreme Programming (XP) developers are prohibited from working more than 40 hours a week and user requirements are documented as user stories.
 - a. True
 - b. False

True

- 22. Agile systems development is becoming an increasingly popular approach for managing projects because many projects today operate in an environment of speed, uncertainty, changing requirements, and high risk.
 - a. True
 - b. False

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- 23. The *Guide to the Project Management Body of Knowledge* provides a basis for identifying and describing the generally accepted principles of project management.
 - a. True
 - b. False

True

- 24. Extreme Project Management embraces a straight-forward approach to managing projects that emphasizes finely, detailed planning to reduce changing requirements and risk.
 - a. True
 - b. False

Multiple Choice

- 1. The EDP era
 - a) Began in the early 1980s with the personal computer
 - b) Began in the 1960s when large organizations first purchased a centralized mainframe or minicomputer.
 - c) Began in the 1990s when many organizations sought to regain control of the IT department and hired a Chief Data Processing Officer
 - d) Is credited to the U.S. Navy when it used a project management approach to manage the Polaris missile project.
 - e) Began in the late 1960s and early 1970s with a defense project called ARPANET that eventually led to the Internet.

Answer: B

- 2. According to the CHAOS studies, a IT projects
 - a) Are always over-budget and over schedule
 - b) Are always succesful even though they can be chaotic
 - c) Project success in improving because of better project management tools and processes, smaller projects, and improved communication
 - d) Project failure is increasing because because of a lack of available resources and due to a shortage of highly trained technical people
 - e) None of the above

Answer: C

- 3. The top factors to project success as reported by the CHAOS studies focus on:
 - a) innovative and cutting edge technology
 - b) clear ownership of the project
 - c) competent staff and new technologies
 - d) user involvement and executive support
 - e) proper planning and changing requirements

Answer: D

- 4. According to the CHAOS studies, which of the following factors tend to be most prevelant for challenged or failed projects?
 - a) Lack of user input and incomplete requirements
 - b) New technologies
 - c) Lack of interest by the customer
 - d) Shortage of highly trained technical experts
 - e) Lack of subject matter experts (SME)

Answer: A

- 5. The benefits, described in the text, of using a project management approach to developing information systems include all of the following *except*:
 - a) providing a common set of tools and controls which provides a common language to compare projects throughout the organization
 - b) the ability to better estimate and control costs and schedules which leads to a more effective conservation of company resources
 - c) improved communication and status reports leads giving the developers the ability to manage expectations of stakeholders
 - d) competitive advantage for internal developers whose work might have to be outsourced if the quality and cost of their work can be bettered by outside competition
 - e) the coupling of project success to the selection of team members and the skill sets and resources that they bring to the project.

Answer: E

- 6. The following statements about knowledge management (KM) are true *except*:
 - a) KM is a well defined body of knowledge with an established theoretical base.
 - b) KM is a systematic process for acquiring, creating, synthesizing, sharing, and using information.
 - c) Many organizations have KM initiatives underway and spending on these systems is expected to increase.
 - d) Many organizations believe KM is just a fad or a buzzword
 - e) KM is one of the three approaches the text points to for improving the likelihood of IT project success.

Answer: A

- 7. A value-driven approach to project management means
 - a) Applying project management tools and processes that are part of a methodology
 - b) Taking a purly technical approach to projects that focuses mainly on the technology
 - c) Deriving excellence in project management by documenting lessons learned and developing best practices
 - d) Applying knowledge, skills, tools, and techniques to project activities to meet project requirements
 - e) Measuring project success in terms of the value the project brings to the organization and not only in terms of meeting the project schedule and budget

Answer: E

- 8. The triple constraint relationship that the text discusses refers to:
 - a) owners, stakeholders, and sponsors
 - b) time, money, and people
 - c) scope, schedule, and budgets
 - d) subject matter experts (SME), technical experts (TE), and project managers (PM)
 - e) internal risks, external risks, and assumptions

Answer: C

- 9. The roles and their related skill sets commonly needed for IT projects according to the text include all of the following except:
 - a) End Users
 - b) Project Managers
 - c) Project Sponsors
 - d) Subject Matter Experts
 - e) Technical Experts

Answer: A

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- 10. A tangible and verifiable product of work is called a(n):
 - a) stage gate
 - b) intermediate product
 - c) baseline product
 - d) deliverable
 - e) asset

Answer: D

- 11. Which of the following organizational variables can influence the selection of IT projects?
 - a) culture
 - b) environment
 - c) politics
 - d) strategy
 - e) all of the above

Answer: E

- 12. The following are all true about stage gates except:
 - a) are synonymous with phase exits
 - b) are phase-end reviews of deliverables
 - c) allow organizations to take immediate action to correct errors
 - d) are synonymous with kill points
 - e) are phases where resources are added or withdrawn

Answer: E

- 13. For most projects, the effort in terms of cost and staffing is:
 - a) high at the start and then levels off at a reduced level
 - b) low at the start and then rises steadily until the end
 - c) relatively stable through out the project
 - d) low at the start, then increases, then decreases at the end
 - e) high at the start, then decreases, then increases at the end

Answer: D

- 14. The correct sequence of stages in the generic project life cycle is:
 - a) Planning, analysis, design, implementation, maintenance and support of the project
 - b) Definition, planning, execution, closing, and evaluation of the project
 - c) Ask of the project: what, why, how, who, how long, how much
 - d) Planning, analysis, design, build, and implement the project
 - e) Needs analysis, information gathering, construction of alternatives, choice and execution of best alternative.

Answer: B

- 15. The waterfall method is most closely associated with:
 - a) Prototyping
 - b) Spiral Development
 - c) Extreme Programming
 - d) Rad Development
 - e) Structured Development.

Answer: E

- 16. The waterfall method contains the following elements in their correct order:
 - a) Planning, Analysis, Design, Implementation, Maintenance & Support
 - b) Definition, planning, execution, closing, and evaluation of the project
 - c) Planning, Analysis, Design, Build, Implement
 - d) Needs analysis, information gathering, construction of alternatives, choice and execution of best alternative.
 - e) Planning, Design, Build, Implementation, Maintenance

Answer: E

- 17. Extreme Programming is:
 - a) A risk-oriented approach where a project is broken up into a number of miniprojects, each addressing one or more major risks.
 - b) An Agile systems development approach where a system is developed in a series of versions called releases.
 - c) A structured development system for mission critical systems
 - d) A version of Prototyping often used when time frames are very short.
 - e) None of the above describes Extreme Programming

Answer: B

- 18. Which of the following is <u>*not*</u> a characteristic of prototyping
 - a) Iterative
 - b) Usually deployed when requirements of the new system are difficult to define or not fully understood
 - c) It may result in partially or full functional systems
 - d) It is considered a structured approach
 - e) All the above are characteristics of prototyping

Answer: D

- 19. Extreme Project Management (XPM)
 - a. always uses an extreme programming approach for developing systems
 - b. transfers a system to the users in a series of versions called releases
 - c. employs an orderly approach for projects that have become chaotic and unpredictable
 - d. takes a holistic view of planning and managing projects that accepts that requirements often change and that people and innovation are vital to the project's success.
 - e. All of the above

Answer: D

- 20. The following are PMBOK® knowledge areas except:
 - a) Project Integration Management
 - b) Project Scope Management
 - c) Project Cost Management
 - d) Project Risk Management
 - e) Project Research Management

Answer: E

- 21. All of the following are true about PMBOK® except:
 - a) PMBOK® stands for Project Management Body of Knowledge.
 - b) PMBOK® was first published in 1987 and updated in 2000.
 - c) PMBOK® is a product of PMI, an NYSE listed company.
 - d) PMBOK® defines nine knowledge areas.
 - e) PMBOK® describes generally accepted principles.

Answer: C

Short Answer Questions

1. Describe the EDP Era in your own words.

The EDP Era began in the early 1960s and is characterized by the purchase of the first centralized mainframe or a mini-computer by large organizations. The IT projects during this era focused generally on automating various organizational transactions such as general accounting tasks, inventory management, and production scheduling. The manager of this technology resource was often called the Data Processing (DP) manager and usually reported to the head accounting or financial manager. The goal of using technology was to improve efficiency and reduce costs by automating many of the manual or clerical tasks performed by people. As Richard Nolan (2001) points out, software programmers applied computer technology similar to the ways that farmers or engineers applied steam engine technology to mechanize agriculture. The process remained relatively unchanged, while the means for doing the process became more efficient. Subsequently, IT projects during this era were generally structured, and therefore a structured approach for managing these projects could be used. Since the requirements or business processes were fairly stable, changing requirements were not a major issue and large, multi-year projects were common. Unfortunately in many cases these legacy systems created information silos as projects supported specific business functions that often employed different technology platforms and programming languages.

2. Describe the Micro Era in your own words.

In the early 1980s, the IBM personal computer (PC) and its subsequent clones signaled the beginning of the Micro Era. However, the transition or integration from a centralized computer to the PC did not happen immediately or without conflict. The often uncontrolled proliferation of the PC in many organizations challenged the centralized control of many MIS managers. For example, the first PCs cost less than \$5,000 and many functional department managers had the authority to bypass the MIS manager and purchase these machines directly for their department. This often led to the rise of userdeveloped, independent systems that replicated data throughout the organization. Security, data integrity, maintenance, training, support, standards, and the sharing of data became a rightful concern. The organization often had an IT resource that was split between a centralized computer and a collection of decentralized user-managed PCs.

3. Describe the Network Era in your own words.

In the late 1960s and early 1970s, a defense project called ARPANET allowed university researchers and scientists to share information with one another even in the event of a nuclear war. By the mid-1980s, this network of computers became known as the Internet and led to the Network Era that began around 1995. In the Network Era, IT projects focused primarily on the challenge of creating an IT infrastructure to support many partners, strategic alliances, vendors, and customers. The network architecture had to be scalable to that potentially thousands of networked computers could function in an efficient and timely manner. Moreover, digital convergence or the integration of data, voice, graphics, and video allowed for new and innovative ways to deliver new products and services to customers. While the Micro Era focused on creating an internal network within the organization, the thrust of the Network Era was to extend this network Network Era projects not only faced the challenge of coordination and externally. control, but also how to support a dynamic business strategy and new organizational structures. IT project members not only needed to understand the technology, but the organization and its competitive environment. As witnessed by the rise and fall of many dot com businesses in the late 1990s, the benefits and risks of managing IT projects were much higher than the two previous eras.

4. Describe the globalization era in your own words.

Some people such as Thomas L. Friedman (2006) suggest that we may be entering into a new era called Globalization. According to Friedman, the combination of technology and lowering of political barriers have flattened the world so that it is possible for people and organizations to work with almost anyone in any place and at any time. Moreover, the real IT revolution is just beginning as the global competitive playing field becomes leveled for everyone.

5. How can a value-driven approach improve the likelihood of IT project success?

The decision to fund or invest in an IT project should be based on the value that the completed project will provide the organization. Otherwise, what is the point of spending all that time, effort, and money? Although senior management must make the difficult decision as to which IT projects receive funding and which ones do not, others must plan and carry out the project work. Which situation is worse: Successfully building and implementing an information system that provides little or no value to the organization, or failing to implement an information system that could have provided value to the organization, but was developed or managed poorly? It's probably a moot point. In either situation everyone with a direct or indirect interest in the project's success loses.

6. What is the socio-technical approach to systems development?

It is understanding of the importance of addressing the business and organizational aspects of IT projects as well as the purely technical tools and techniques of IT development and with that understanding in mind, involving end users and stakeholders early and often in the development process to the extent that they become partners with a vested interest in the project's success. Using this approach holds the promise of technologically successful projects with add value to the organization.

7. What are the benefits to using a project management approach to developing information systems?

Using a project management approach to developing information systems has the potential to uncouple the results of undertaking a project from the selection individual team members. Results are more a function of the processes and infrastructure. Five additional benefits are:

- deployment a common set of tools and controls which provides a common language to compare projects throughout the organization
- the ability to better estimate and control costs and schedules which leads to a more effective conservation of company resources
- improved communication and status reports leads giving the developers the ability to manage expectations of stakeholders
- competitive advantage for internal developers whose work might have to be outsourced if the quality and cost of their work can be bettered by outside competition
- efficiency and effectiveness can often be achieved resulting in shorter development times, lower costs, and higher quality.

8. What is a methodology? What are the advantages of following a methodology when developing an information system?

The step-by-step activities, processes, tools, quality standards, controls, and deliverables that are defined for a project.

9. How does sharing experiences in the form of lessons learned lead to best practices in managing and developing information systems?

By utilizing such technologies as the WWW and intranets, organizations can share the knowledge, experiences gained, and lessons learned in previous projects with the entire organization. Documenting both the successes and failures, makes the most effective and efficient practices available in the form of organizational best practices.

10. What is a project?

A project is a temporary endeavor undertaken to accomplish a unique purpose.

11. What is project management?

Project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements.

12. What are the attributes of a project?

The attributes of a project are: time frame, purpose, ownership, resources, roles, risks and assumptions, interdependent tasks, organizational change, and operating in an environment larger than the project itself.

13. Describe the relationship among scope, schedule, and budget.

The relationship among scope, schedule, and budget (also called the triple constraint) is based on the fact that it takes time, resources and technology to complete IT projects. Given the fact that computer technology today is relatively less expensive than a project's labor, as the scope (work to be accomplished) increases, the costs (and therefore budgets) increase since more people must be deployed or the same number of people must devote more time to the project, thereby, extending the schedule as well as the cost. If the resources and schedule are fixed, the only way to decrease costs or schedules may be to reduce the project's scope. Scope, schedule, and budget must remain in a sort of equilibrium to support a particular project goal.

14. Describe the different roles and skill sets needed for a project.

The roles and skill sets required for a typical project may include:

- Project Manager with team leadership and oversight skills
- Project Sponsor with the ability to marshal resources and direction and champion the project
- Subject Matter Expert(s) (SME) who have the specific knowledge, expertise, or insight into the functional areas that support the project
- Technical Expert(s) who have the requisite technical skills to accomplish the project. These skills may include such areas as systems analysis, networking, programming, graphic arts, and training.

15. Describe three risks that could be associated with an IT project.

Internal risks:

- the risk that a key team member might leave a project
- the risks of a team misestimating costs associated with the project and therefore founding the project on erroneous assumptions.

External risks:

• risks associated with dependence on outside contractors or vendors over which the organization has less control

16. Why should assumptions associated with a project be documented?

Assumptions should be documented because all estimates of a project's scope, schedule, and budget depend on them, and it is important to make explicit the assumptions (and risks) that can impact the project.

17. Discuss the statement: Projects operate in an environment larger than the project itself.

Organizational variables such as culture, environment, politics, structure, strategies differ across organizations. It is important for team members to be aware of the specific organizational variables so that the project can be aligned with their particular organization and so that the team can identify potential risks that might impede the project.

18. Describe the project life cycle.

The project life cycle (PLC) is a collection of logical stages or phases that maps the life of a project from its beginning to its end in order to define, build, and deliver the product of a project. Each phase should have a deliverable to mark its completion. The life cycles of all projects have a beginning, middle, and end. the common phases or stages shared by most projects are:

- Define project goal
- Plan project
- Execute project plan
- Close project
- Evaluate project

19. What are phase exits, stage gates, and kill points? What purpose do they serve? Phase exits, stage gates, and kill points are the phase-end reviews of key deliverables. Their purpose is to allow the organization to evaluate the project's performance and to take immediate action to correct any errors or problems.

20. What is fast tracking? When should fast tracking be used? When is fast tracking not appropriate?

Fast tracking is the starting of the next phase before the previous phase has been reviewed and approved. Fast tracking should be used when one wishes to shorten the project's schedule. It is not appropriate when the risks of proceeding with out approval are deemed appropriate (i.e. expected benefit greater than expected cost of proceeding without approval).

21. Describe the Systems Development Life Cycle (SDLC).

The SDLC is an information systems development product life cycle which represents the sequential phases or stages an information system follows throughout its life. The SDLC establishes a logical order or sequence in which the system development activities occur and indicates whether to proceed to the next activity or not. The SDLC general includes the following activities and phases:

- Planning
- Analysis
- Design
- Implementation
- Maintenance & support

22. Describe the Waterfall model for systems development. When should the Waterfall model be used?

The Waterfall method of systems development is a sequential and structured way of following the SDLC. Each phases of the SDLC is completed before moving on to the next. All planning is done up front and there is no product until the end. It should be used when the system being developed is highly structured and there are likely to be few changes in requirements once the analysis phase is complete. It is also appropriate when the development team is inexperienced or less technically competent.

23. Describe the prototyping approach to systems development. When is prototyping appropriate?

Prototyping is one of the Rapid Applications Development approaches and is an iterative process requiring the close working of developers and end users. A prototype application is developed quickly (within days or weeks) and implemented and tested right away. New iterations are developed as requirements are refined and uncovered. It is an appropriate approach when system requirements are not fully knowable up front or when significant change in requirements is anticipated. It is also appropriate when dealing with new technologies whose capabilities are not fully known.

24. Describe the Spiral approach for iterative development. What advantages does this model have in comparison with the Waterfall model?

The Spiral approach is a RAD development approach in which the project is broken down into a number of miniprojects, each addressing one or more major project risks. They are complex projects to manage because there may be many people working on parallel activities. The advantage of this model over the Waterfall model occurs because the completion of each miniproject allows risk to be addressed incrementally and in smaller pieces. Major problems or challenges will surface early in the process and provide the potential to reduce costs.

25. Describe extreme programming (XP). How does XP accelerate the SDLC?

XP is Rad development approach that involves a series of versions of the system called releases. Releases are developed quickly in a similar fashion to prototyping (within a few weeks or months). Each release addresses one or a few functions that are a part of the full

project specification. User requirements are documented using an object-oriented model as "user stories". Acceptance testing is developed for each story. Releases that pass the acceptance test are deemed complete. XP can accelerate the SDLC process because in addition to the advantages of prototyping, XP often employs teams of programmers who can develop releases in parallel. End users are involved in the process early and their requirements uncovered and understood earlier.

26. Describe extreme project management. How does XPM differ from a more traditional approach to project management?

XPM provides a new approach and philosophy for managing many of today's IT projects that exemplify speed, uncertainty, changing requirements, and high risk. XPM is viewed as an art and a science of facilitating and managing the flow of thoughts, emotions, and interactions in a way that produces valued outcomes under turbulent conditions. Traditional project management, on the other hand, tends to employ an orderly approach that attempts to fit "reality" to the project tools and processes, while XPM embraces the reality that projects are often chaotic and unpredictable.

27. What is knowledge management? Although many people believe knowledge cannot be managed, why do you think many companies are undertaking knowledge management initiatives?

Knowledge management is a systematic process for acquiring, creating, synthesizing, sharing, and using information, insights, and experiences to transform ideas into business value. In an information economy, knowledge and information are the currency which determine success. Being a wise steward of this valuable asset and attempting to leverage that currency makes sense. From the Standish Group quote "Out of knowledge you gain wisdom, and it is with wisdom that you can become truly successful"

28. Although the Guide to the Project Management Body of Knowledge describes the generally accepted principles and practices of project management, why wouldn't these principles and practices work for every project?

As we understand from the socio-technical approach, projects don't exist in isolation as pure technical exercises. They all occur in a much wider context which includes different organizational cultures, resources, stakeholders, and objectives. Because of the infinite combinations of organizational and technical variables, no one set of practices or principles can ensure success in every instance. This body of knowledge, however, becomes a useful starting place which when coupled with the experiences of the project team and its leadership greatly increases the probability of the project's success.

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Essay Questions

- 1. Describe the phenomenon known as the software crisis as documented in the CHAOS study.
- 2. What are the primary objectives of each of the three approaches for improving the likelihood of project success—Sociotechnical, Project-Management, & Knowledge Management.
- **3.** Define both a project and project management. Describe the attributes of a project.
- 4. Explain the *triple constraint relationship*.
- 5. The text discussed four common roles that IT projects may require, each one with different skill sets. Name and describe three of these roles and their associated skill sets.
- **6.** Briefly describe the nature of each of the phases of the generic project life cycle.
- 7. Briefly describe the nature of each of the phases of the generic systems development life cycle.
- **8.** Compare and contrast structured approaches to systems development and iterative systems development. Illustrate the contrast with a specific example of each approach.
- 9. What is prototyping and when is this approach most likely to be appropriate?
- 10. What is RAD and when is this approach most appropriate?
- 11. The Guide to Project Management Body of Knowledge defines nine knowledge areas for understanding project management. Name and briefly describe five of them.