

## **Chapter 1: An Introduction to Project, Program, and Portfolio Management**

### **TRUE/FALSE**

1. In the past, project management primarily focused on providing schedule and resource data to top management in the military and construction industries.

ANS: T                      PTS: 1                      REF: 2

2. Most organizations claim that project management delivers higher profit margins at the expense of worker morale.

ANS: F                      PTS: 1                      REF: 3-4

3. The term “operations” refers to work done in an organization to sustain a business.

ANS: T                      PTS: 1                      REF: 4

4. A project has a definite beginning and a definite end.

ANS: T                      PTS: 1                      REF: 4

5. The targets for scope, time, and cost are defined in the middle of a project.

ANS: F                      PTS: 1                      REF: 6

6. Projects typically finish according to the discrete scope, time, and cost goals originally set.

ANS: F                      PTS: 1                      REF: 6

7. A good project manager must do more than just meet the triple constraint.

ANS: T                      PTS: 1                      REF: 7

8. Stakeholders are most often characterized as having uniform needs and expectations.

ANS: F                      PTS: 1                      REF: 8

9. A tool or technique is much more than a software package.

ANS: T                      PTS: 1                      REF: 10

10. Project management is a silver bullet that guarantees success on all projects.

ANS: F                      PTS: 1                      REF: 12

11. Effective program managers recognize that managing a program is much more complex than managing a single project.

ANS: T                      PTS: 1                      REF: 15

12. Portfolio managers are required to have previous experience as project or program managers.

ANS: F                      PTS: 1                      REF: 15

13. Strategic goals are generally more specific and short-term than tactical goals.

ANS: F                      PTS: 1                      REF: 15

14. Most projects introduce changes in organizations and involve changes within the projects themselves.

ANS: T                      PTS: 1                      REF: 17

15. Project managers must focus on teamwork skills to use their people effectively.

ANS: T                      PTS: 1                      REF: 18

16. In a popular study involving 100 project managers, respondents agreed that effective project managers never contest the directives of top management.

ANS: F                      PTS: 1                      REF: 19

17. All organizations require that all project managers be PMP certified.

ANS: F                      PTS: 1                      REF: 22

18. Making ethical decisions is an important part of our personal and professional lives because it generates trust and respect with other people.

ANS: T                      PTS: 1                      REF: 23

19. All midrange project management software tools can produce Gantt charts and network diagrams.

ANS: T                      PTS: 1                      REF: 25

20. The concepts and tools of project, program, and portfolio management are only implemented within the computer industry located in the United States.

ANS: F                      PTS: 1                      REF: 27

## **MULTIPLE CHOICE**

1. A 2001 report showed that the United States spends \_\_\_\_ on projects every year, and the world as a whole spends nearly \$10 trillion on projects of all kinds.

a. \$2.3 million                      c. \$2.3 billion  
b. \$230 million                      d. \$2.3 trillion

ANS: D                      PTS: 1                      REF: 2

2. Many organizations claim that using project management \_\_\_\_.

a. lowers costs                      c. lengthens development time  
b. reduces internal coordination                      d. diminishes customer relations

ANS: A                      PTS: 1                      REF: 3

3. The project \_\_\_\_ usually provides the direction and funding for the project.

- a. planner
- b. coordinator
- c. sponsor
- d. auditor

ANS: C                      PTS: 1                      REF: 5

4. If it is crucial to meet time and cost goals, the \_\_\_\_ must be flexible.
- a. schedule
  - b. scope
  - c. time-frame
  - d. cost

ANS: B                      PTS: 1                      REF: 7

5. Some experts believe that quality considerations, including customer satisfaction, must be \_\_\_\_ in setting the scope, time, and cost goals of a project.
- a. supplementary
  - b. tangential
  - c. inherent
  - d. subsidiary

ANS: C                      PTS: 1                      REF: 7

6. Key elements of the project management framework include the project stakeholders, project management \_\_\_\_, project management tools and techniques, project success, and contribution of a portfolio of projects to the success of the entire enterprise.
- a. domain
  - b. scope
  - c. vision
  - d. knowledge areas

ANS: D                      PTS: 1                      REF: 7

7. In a home construction project, the project \_\_\_\_ would be the potential new homeowners.
- a. sponsors
  - b. managers
  - c. contractors
  - d. engineers

ANS: A                      PTS: 1                      REF: 8

8. The four core knowledge areas of project management include project scope, time, cost, and \_\_\_\_ management.
- a. affordable
  - b. centralized
  - c. quality
  - d. bottom-up

ANS: C                      PTS: 1                      REF: 9

9. Project \_\_\_\_ management involves working with all appropriate stakeholders to define, gain written agreement for, and manage all the work required to complete the project successfully.
- a. time
  - b. communications
  - c. risk
  - d. scope

ANS: D                      PTS: 1                      REF: 9

10. Project \_\_\_\_ management, the ninth knowledge area, is an overarching function that affects and is affected by all of the other knowledge areas.
- a. human resource
  - b. procurement
  - c. integration
  - d. quality

ANS: C                      PTS: 1                      REF: 10

11. Some popular \_\_\_\_-management tools and techniques include Gantt charts, project network diagrams, and critical-path analysis.
- a. quality
  - c. cost

b. time d. scope

ANS: B PTS: 1 REF: 10

12. Project \_\_\_\_ may be defined as a test of whether a project has met scope, time, and cost goals.
- a. depth c. success
  - b. clarity d. vision

ANS: C PTS: 1 REF: 12

13. Project \_\_\_\_ work with the project sponsors, the project team, and the other people involved in a project to meet project goals.
- a. organizers c. handlers
  - b. designers d. managers

ANS: D PTS: 1 REF: 13

14. About \_\_\_\_ of the world's gross domestic product is spent on projects.
- a. one- quarter c. one-half
  - b. one-third d. three-quarters

ANS: A PTS: 1 REF: 13

15. Two important concepts that help projects meet enterprise goals are the use of programs and project \_\_\_\_ management.
- a. waste c. means
  - b. portfolio d. promotion

ANS: B PTS: 1 REF: 13

16. Given a program for building one hundred residential single family homes in a particular neighborhood, each home is a separate \_\_\_\_ for a specific homeowner.
- a. project c. sponsorship
  - b. program d. scope

ANS: A PTS: 1 REF: 14

17. A program \_\_\_\_ provides leadership and direction for the project managers heading the projects within the program.
- a. director c. facilitator
  - b. organizer d. manager

ANS: D PTS: 1 REF: 15

18. Portfolio managers help their organizations make wise investment decisions by helping to select and analyze projects from a(n) \_\_\_\_ perspective.
- a. tactical c. short-term
  - b. strategic d. anticipatory

ANS: B PTS: 1 REF: 15

19. Individual projects often address \_\_\_\_ goals, whereas project portfolio management addresses strategic goals.
- a. program c. tactical
  - b. long-term d. minor

ANS: C PTS: 1 REF: 15

20. Pacific Edge Software's product manager, Eric Burke, defines project \_\_\_\_ management as "the continuous process of selecting and managing the optimum set of project initiatives that deliver maximum business value."
- a. core
  - b. portfolio
  - c. return
  - d. option

ANS: B                      PTS: 1                      REF: 15

21. By grouping projects into \_\_\_\_, organizations can better tie their projects to meeting strategic goals.
- a. portfolios
  - b. applications
  - c. suites
  - d. collections

ANS: A                      PTS: 1                      REF: 16

22. Project managers and their teams must develop knowledge and skills in all \_\_\_\_ project management knowledge areas.
- a. five
  - b. nine
  - c. eleven
  - d. fifteen

ANS: B                      PTS: 1                      REF: 17

23. The \_\_\_\_ area of project management knowledge refers to the application to which project management is applied.
- a. implementation
  - b. validation
  - c. coordination
  - d. application

ANS: D                      PTS: 1                      REF: 17

24. \_\_\_\_ management is a soft skill required to achieve high performance on projects.
- a. Scope
  - b. Time
  - c. Conflict
  - d. Cost

ANS: C                      PTS: 1                      REF: 18

25. Leadership and \_\_\_\_ are terms often used interchangeably, although there are differences.
- a. management
  - b. coordination
  - c. organization
  - d. direction

ANS: A                      PTS: 1                      REF: 20

26. By the end of December 2006, there were \_\_\_\_ certified project management professionals.
- a. 76,550
  - b. 102,047
  - c. 175,194
  - d. 221,144

ANS: D                      PTS: 1                      REF: 22

27. Conducting work in a(n) \_\_\_\_ manner helps the profession earn the confidence of the public, employers, employees, and project team members.
- a. secretive
  - b. high-handed
  - c. ethical
  - d. legalistic

ANS: C                      PTS: 1                      REF: 23

28. Project management software tools can be divided into \_\_\_\_ general categories based on functionality and price.

- a. two
- b. three
- c. four
- d. five

ANS: B                      PTS: 1                      REF: 24

29. \_\_\_\_ provide basic project management features and generally cost less than \$200 per user.

- a. Basic productivity software packages
- b. Low-end tools
- c. Midrange tools
- d. High-end tools

ANS: B                      PTS: 1                      REF: 24

30. \_\_\_\_ provide robust capabilities to handle very large projects, dispersed work groups, and enterprise functions that summarize and combine individual project information to provide project portfolio management information.

- a. Basic productivity software packages
- b. Low-end tools
- c. Midrange tools
- d. High-end tools

ANS: D                      PTS: 1                      REF: 25

## COMPLETION

1. In addition to project management, organizations are embracing program and \_\_\_\_\_ management to address enterprise-level needs.

ANS: portfolio

PTS: 1                      REF: 4

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

ANS: project

PTS: 1                      REF: 4

3. The triple \_\_\_\_\_ placed on every project consists of scope, time, and cost goals.

ANS: constraint

PTS: 1                      REF: 5

4. According to some experts, the “\_\_\_\_\_” of project management includes quality along with scope, time, and cost.

ANS: quadruple constraint

PTS: 1                      REF: 7

5. The project manager should be communicating with the \_\_\_\_\_ throughout the project to make sure the project meets her expectations.

ANS: sponsor

PTS: 1                      REF: 7

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

ANS: Project

PTS: 1 REF: 7

7. \_\_\_\_\_ are the people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents to the project.

ANS: Stakeholders

PTS: 1 REF: 8

8. Project management \_\_\_\_\_ areas describe the key competencies that project managers must develop.

ANS: knowledge

PTS: 1 REF: 9

9. The four \_\_\_\_\_ knowledge areas of project management are human resource, communications, risk, and procurement management.

ANS: facilitating

PTS: 1 REF: 10

10. Project management tools and \_\_\_\_\_ assist project managers and their teams in carrying out work in all nine knowledge areas.

ANS: techniques

PTS: 1 REF: 10

11. A(n) \_\_\_\_\_ is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”

ANS: program

PTS: 1 REF: 13

12. Achieving high performance on projects requires \_\_\_\_\_ relations—or soft—skills.

ANS: human

PTS: 1 REF: 18

13. A popular study found that effective project managers provide \_\_\_\_\_ by example, and are visionary, technically competent, decisive, good communicators, and good motivators.

ANS: leadership

PTS: 1 REF: 19

14. Generally, a(n) \_\_\_\_\_ focuses on long-term goals and big-picture objectives while inspiring people to reach those goals.

ANS: leader

PTS: 1 REF: 20

15. PMI provides certification as a(n) \_\_\_\_\_—someone who has documented sufficient project experience and education, agreed to follow the code of ethics and professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

ANS:

Project Management Professional

PMP

Project Management Professional (PMP)

(PMP) Project Management Professional

PTS: 1 REF: 22

16. \_\_\_\_\_, loosely defined, is a set of principles that guide our decision making based on personal values of what is “right” and “wrong.”

ANS: Ethics

PTS: 1 REF: 23

17. The \_\_\_\_\_ Center, a Web site for people involved in project management, provides an alphabetical directory of more than three hundred project management software solutions ([www.infogoal.com/pmc](http://www.infogoal.com/pmc)).

ANS: Project Management

PTS: 1 REF: 24

18. \_\_\_\_\_ project management software tools provide basic project management features and generally cost less than \$200 per user.

ANS: Low-end

PTS: 1 REF: 24

19. Microsoft \_\_\_\_\_ is still the most widely used project management software today.

ANS: Project

PTS: 1 REF: 25

20. One category of project management software is high-end tools, sometimes referred to as \_\_\_\_\_ project management software.



ANS: enterprise

PTS: 1

REF: 25

## ESSAY

1. Using an illustration from *The Apprentice*, describe the vital role project managers play in business.

ANS:

In the United States, the number-one reality television show in 2004, *The Apprentice*, portrayed the important role project managers play in business. Each week of the show, teams selected a project manager to lead them in accomplishing that week's project. The project manager was held partly responsible for the team's success or failure. Whether you are trying to make money by selling lemonade, running a golf tournament, or developing a new product, project managers play a vital role to business success.

PTS: 1

REF: 2-3

2. How do experienced project managers assign importance to each aspect of the triple constraint?

ANS:

Experienced project managers know that you must decide which aspect or aspects of the triple constraint are most important. If time is most important, you must often change the initial scope and/or cost goals to meet the schedule. If scope goals are most important, you might need to adjust time and/or cost goals. If it is crucial to meet time and cost goals, the scope must be flexible. In any case, sponsors must provide some type of target goals for a project's scope, time, and cost.

PTS: 1

REF: 7

3. Describe the role project managers play in helping projects succeed using an example of building a home.

ANS:

Project managers play a vital role in helping projects succeed. Project managers work with the project sponsors, the project team, and the other people involved in a project to meet project goals. They also work with the sponsor to define success for that particular project. Good project managers do not assume that their definition of success is the same as the sponsor's. They take the time to understand their sponsor's expectations. For example, if you are building a home for someone, find out what is most important:

- Meeting scope, time, and cost goals of the project to build the home
- Satisfying other needs, such as communicating in a certain way
- Being sure the project delivers a certain result, such as providing the home of the owner's dreams or a good return on investment.

The success criterion should help you develop key performance indicators needed to track project success.

PTS: 1

REF: 13

4. In what ways do general management knowledge and skills fit into the job description of a project manager?

ANS:

Project managers should possess general management knowledge and skills. They should understand important topics related to financial management, accounting, procurement, sales, marketing, contracts, manufacturing, distribution, logistics, the supply chain, strategic planning, tactical planning, operations management, organizational structures and behavior, personnel administration, compensation, benefits, career paths, and health and safety practices. On some projects, it will be critical for the project manager to have substantial experience in one or several of these general management areas. On other projects, the project manager can delegate detailed responsibility for some of these areas to a team member, support staff, or even a supplier. Even so, the project managers must be intelligent and experienced enough to know which of these areas are most important and who is qualified to do the work. They must also make and/or take responsibility for all key project decisions.

PTS: 1

REF: 18

5. Provide a summary of the reasons that justify the study of project management.

ANS:

There are many reasons to study project, program, and portfolio management. The number of projects continues to grow, the complexity of these projects continues to increase, and the profession of project management continues to expand and mature. Many colleges, universities, and companies now offer courses related to various aspects of project, program, and portfolio management. You can even earn bachelor's, master's, and doctoral degrees in project management. The growing number of projects and the evidence that good project management can really make a difference continue to contribute to the growth of this field.

PTS: 1

REF: 27