CHAPTER 2: PROJECT MANAGEMENT GROWTH: CONCEPTS AND DEFINITIONS

(M) 1. Typical cost overruns on Government contracts in the early years of project management reached:
- A   20%
- B   50%
- C   100%
- * D   300%

(E) 2. Which of the following techniques led to the acceptance of project management principles?
- * A.   Over-the-fence management
- B.   Total quality management
- C.   Six Sigma
- D.   The need for better management of smaller projects

(E) 3. The growth of project management came about more so from desire rather than necessity.
- A.   True
- * B.   False

(M) 4. Industries that have _____ tasks and operate in a _____ environment demonstrated the greatest need for project management.
- A.   Simple; Dynamic
- B.   Simple; Static
- * C.   Complex; Dynamic
- D.   Complex; Static

(M) 5. During the 1970s and 1980s, formal project management practices were put in place because the constraints were _____ and _____ boundaries had to be crossed
- A.   Loose; several
- B.   Loose; few
- * C.   Tight; several
- D.   Tight; few

(E) 6. Project management restructuring allowed companies to manage projects that _____.
- * A.   Could not be handled by the traditional organization
- B.   Had undefined objectives
- C.   Did not require effective cost control

D. Require little functional integration

(H) 7. Which of the following is not necessarily an obstacle to effective project management?
     A. Changes in technology
*   B. Changes in project sponsorship
     C. Increased project complexity
     D. Unstable economy

(M) 8. Uncontrolled obstacles can result in:
     A. Increased profits
     B. Reduction in manpower
*   C. An inability to cope with changes in technology
     D. Easier establishment of objectives

(E) 9. Effective project management pushes decision-making down in the organization
*   A. True
     B. False

(M) 10. According to the text, which of the following is not a life cycle phase for project management maturity?
     A. Embryonic Phase
*   B. Planning Phase
     C. Growth Phase
     D. Maturity Phase

(M) 11. Most people seem to believe that the most common driving force for maturity in project management is:
*   A. Survival
     B. Executive understanding
     C. New Product development
     D. Customer expectations

(H) 12. If a company advertises on television that they consider themselves as a solution provider to satisfy your business needs, then their driving force was most likely:
     A. Competitiveness
*   B. Customer expectations
     C. Efficiency and effectiveness
     D. Executive understanding

(H) 13. Which of the following is not a present view of project management?
        A. Accomplishing more work in less time and with fewer people
        B. A reduction in power and authority struggles
        C. Improvements in quality
   * D. Providing good products rather than business solutions

(E) 14. Which of the following industry types has the greatest need for project management?
   * A. Project-driven
        B. Hybrids
        C. Non-project-driven
        D. Pure functional-type

(E) 15. The major difference between projects and programs is usually:
        A. Cost
   * B. Time
        C. Technology requirements
        D. Quality requirements

(E) 16. Which category of projects would be most suited for a small project that stays in one functional unit and is headed up by the functional manager?
   * A. Individual
        B. Staff
        C. Special
        D. Matrixed

17. Which category of projects would involve a large number of functional units where the workers may be assigned either part-time or full-time?
        A. Individual
        B. Staff
        C. Special
   * D. Matrixed

(M) 18. Companies can become reasonably mature in project management by designing the right support systems. In general, how much time usually elapses after maturity before a company becomes excellent in project management execution?
        A. 1 year
        B. 2 years
   * C. 5 years
        D. 10 years

(H)   19. The primary difference between formal versus informal execution of a project is the:
    A. Time constraint
    B. Budgetary considerations
    C. Need for a breakthrough in technology
*   D.   Amount of paperwork

(E)   20. For informal project management to be effective, which of the following must exist among the project team?
    A. Effective communications
    B. Cooperation
    C. Trust
*   D.   All of the above

(E)   21. All of the stakeholders involved in a project either directly or indirectly may have a different definition of project success.
*   A.   True
    B. False

(E)   22. Which of the following is *not* a major benefit of using life cycle phases?
    A. Providing structure to project management
*   B.   Easier task of selecting the project manager
    C. Standardizing planning, scheduling and control
    D. Structured decision-making

(M)   23. The most difficult decision for a sponsor at the gate review meetings is to:
    A. Allow the project to continue without an increase in the budget
    B. Allow the project to continue with a budget increase
    C. Approval of scope changes
*   D.   Cancel the project

(H)   24. Which of the following is generally *not* one of the five processes integrated into an enterprise project management methodology?
*   A.   Manpower staffing
    B. Total quality management
    C. Scope change management
    D. Risk management

(M) 25. Historically, which functional organization provided the greatest resistance to project management implementation?

    *   A.   Sales

          B.   Procurement

          C.   Information Systems/ Technology

          D.   Engineering