

CHAPTER 2: PROJECT MANAGEMENT GROWTH: CONCEPTS AND DEFINITIONS

(Difficulty: E = easy, M = medium, H = hard)

- (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. Ineffectiveness of 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 to be 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 superior project management performance?
- *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
- (E) 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 that historically were 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