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| 1. Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer, and construction industries.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer, and construction industries. Today’s project management involves much more, and people in every industry and every country manage projects. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.2 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.1 - LO: 1-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Introduction | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 2. A difference between operations and projects is that operations end when their objectives have been reached, whereas projects do not.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Projects are different from operations in that they end when their objectives have been reached or the project has been terminated. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.4 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 3. Every project should have a well-defined objective.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A project has a unique purpose. Every project should have a well-defined objective. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.6 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 4. Projects should be developed in increments.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A project is developed using progressive elaboration. Projects are often defined broadly when they begin, and as time passes, the specific details of the project become clearer. Therefore, projects should be developed in increments. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.6 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 5. Resources in a project should be used effectively because they are limited.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A project requires resources, often from various areas. Resources, however, are limited and must be used effectively to meet project and other corporate goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 6. A project manager’s primary role is to provide the funding for a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A project sponsor usually provides the direction and funding for a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 7. One of the main reasons why project management is challenging is because of the factor of uncertainty.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A project involves uncertainty. Every project is unique and thus it is sometimes difficult to define its objectives clearly, estimate how long it will take to complete, or determine how much it will cost. This uncertainty is one of the main reasons project management is so challenging. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 8. Questions about how a team will track schedule performance is related to a project’s scope.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project scope deals with questions such as, “What work will be done as part of the project?”, “What unique product, service, or result does the customer or sponsor expect from the project?”, or “How will the scope be verified?” | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 9. In order to be realistic, a project manager should always set discrete goals instead of a range of objectives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Projects involve uncertainty and limited resources. Thus they rarely finish according to their original scope, time, and cost goals. Instead of discrete target goals, it is often more realistic to set a range of goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.8 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 10. Managing the triple constraint primarily involves making trade-offs between resources and quality.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project. Experienced project managers know that one must decide which aspect of the triple constraint is most important. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 11. The only responsibility of a project manager is to meet the specific scope, time, and cost goals of a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project managers must strive not only to meet specific scope, time, cost, and quality goals of projects but also facilitate the entire process to meet the needs and expectations of people involved in project activities or affected by them. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 12. A project’s stakeholders includes its customers, users, and suppliers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Stakeholders 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 of a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.10 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 13. Opponents of a project do not belong to the category of stakeholders.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Stakeholders 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 of a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.10 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 14. The importance of stakeholders’ needs and expectations is limited to the beginning of a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Stakeholders’ needs and expectations are important in the beginning and throughout the life of a project. Successful project managers develop good relationships with project stakeholders to understand and meet their needs and expectations. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.11 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 15. Project procurement management primarily involves identifying stakeholder needs while managing their engagement throughout the life of the project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 16. The primary role of project stakeholder management is to ensure that the project will satisfy the stated needs for which it was undertaken.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project stakeholder management includes identifying and analyzing stakeholder needs while managing and controlling their engagement throughout the life of the project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 17. Project human resource management is concerned with making effective use of the people involved with a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project human resource management is concerned with making effective use of the people involved with the project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 18. Stakeholder analyses, work requests, and project charters are tools used in integration management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Project selection methods, project management methodologies, stakeholder analyses, work requests, and project charters are some of the tools used in integration management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 19. Earned value management is a tool primarily used in human resource management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project budgets, net present value, return on investment, payback analysis, and earned value management are tools used in cost management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 20. Responsibility assignment matrices and project organizational charts are examples of tools used in procurement management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Motivation techniques, empathic listening, responsibility assignment matrices, project organizational charts, and team building exercises are tools used in human resource management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 21. Maturity models, statistical methods, and test plans are examples of tools used in quality management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Quality metrics, maturity models, statistical methods, and test plans are some of the tools used in quality management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 22. According to a 2013 CHAOS study, user involvement is the most important factor that contributes to the success of IT projects.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Executive support is the most important factor, followed by user involvement. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.16 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 23. Project managers work with the project sponsors to define success for particular projects.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Project managers work with the project sponsors, the project team, and other stakeholders to meet project goals. They also work with sponsors to define success for particular projects. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.17 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 24. Good project managers assume that their definition of success is the same as the sponsors.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Good project managers do not assume that their definition of success is the same as the sponsors. They take the time to understand their sponsors’ expectations and then track project performance based on important success criteria. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.17 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 25. Program managers are change agents.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Program managers are responsible for more than the delivery of project results. They are change agents responsible for the success of products and processes developed by these projects. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.18 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 26. Effective program managers recognize that managing a project is much more complex than managing a program.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Effective program managers recognize that managing a program is much more complex than managing a single project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.18 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 27. Individual projects always address strategic goals whereas portfolio management addresses tactical goals.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Tactical goals are generally more specific and short-term than strategic goals, which emphasize long-term goals for an organization. Individual projects often address tactical goals, whereas portfolio management addresses strategic goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.19 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 28. It is mandatory for project managers working on large information technology projects to be experts in the field of information technology.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project managers for large IT projects do not have to be experts in the field of IT, but they must have working knowledge of various technologies and understand how the project would enhance the business. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.25 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's : Comprehension | |

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| 29. To be a successful manager, the only skills an IT project manager needs to possess is excellent technical skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: IT project managers must be willing to develop more than their technical skills to be productive team members and successful project managers. Everyone, no matter how technical they are, should develop business and soft skills. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.25 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 30. The introduction of new software makes basic tools, such as Gantt charts and network diagrams, inexpensive and easy to create.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: As computer hardware became smaller and more affordable and software companies developed graphical, easy-to-use interfaces, project management software became less expensive and more widely used. New software makes basic tools such as Gantt charts and network diagrams inexpensive, easy to create, and available for anyone to update. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.29 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 31. The enterprise project management software, which aids project and portfolio management, is a low-end tool.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A category of project management software is high-end tools, sometimes referred to as enterprise project management software. These tools provide robust capabilities to handle very large projects and dispersed workgroups. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 32. Which of the following is a difference between projects and operations?   |  |  |  | | --- | --- | --- | |  | a. | Projects are undertaken to sustain an organization’s business whereas operations are not. | |  | b. | Operations are undertaken to create unique products, services, or results whereas projects are not. | |  | c. | Projects are temporary endeavors whereas an organization’s operations are ongoing in nature. | |  | d. | Operations have well-defined objectives whereas projects do not need to have a unique purpose. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: A project is “a temporary endeavor undertaken to create a unique product, service, or result.” Operations, on the other hand, is work done in organizations to sustain the business. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.4 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 33. Which of the following is true of projects?   |  |  |  | | --- | --- | --- | |  | a. | They have an indefinite beginning and end. | |  | b. | They have a unique purpose. | |  | c. | They are developed using regressive elaboration. | |  | d. | They are permanent in nature. |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: One of the attributes of projects is that they has have a unique purpose. Every project should have a well-defined objective. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.6 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 34. The role of a \_\_\_\_\_ is to provide direction and funding for a project.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | project sponsor | b. | project manager | |  | c. | support staff member | d. | project team |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Most projects have many interested parties or stakeholders, but someone must take the primary role of sponsorship. The project sponsor usually provides the direction and funding for the project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 35. Galaxy, a construction company, buys a particular brand of tiles manufactured by Tiles and Floors, an eco-friendly tile manufacturing company. However, Tiles and Floors has declared bankruptcy and closed down. At present, Galaxy is facing a crisis because there are no other manufacturers in the market that supplies eco-friendly tiles. Which of the following constraints is Galaxy currently facing?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Resources | b. | Time | |  | c. | Scope | d. | Cost |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Every project is constrained in different ways. For some projects, resources are the main concern. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p.9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Reflective Thinking | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Application | |

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| 36. Steve, an engineer in a construction company, is at present working on a home construction project. The home is being built for the Robinson family, the owners of the home. Steve is working with his project team and support staff to ensure the project is completed on time. In such a scenario, the project sponsor is \_\_\_\_\_.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Steve | b. | the support staff | |  | c. | the project team | d. | the Robinson family |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Stakeholders are the people involved in or affected by project activities, and include the project sponsor, project team, support staff, customers, among others. In a home construction project, the project sponsors would be the potential new homeowners. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p. 10 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Reflective Thinking | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Application | |

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| 37. Project \_\_\_\_\_ management involves defining and managing all the work required to complete the project successfully.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | human resource | b. | scope | |  | c. | time | d. | cost |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project scope management involves defining and managing all the work required to complete the project successfully. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 38. Project \_\_\_\_\_ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | cost | b. | time | |  | c. | risk | d. | quality |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project quality management ensures that the project will satisfy the stated or implied needs for which it was undertaken. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 39. Which of the following project management knowledge areas primarily involve generating, collecting, disseminating, and storing project information?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Project cost management | b. | Project procurement management | |  | c. | Project time management | d. | Project communications management |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project communications management involves generating, collecting, disseminating, and storing project information. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 40. Project procurement management mainly involves:   |  |  |  | | --- | --- | --- | |  | a. | making effective use of the people involved with the project. | |  | b. | buying goods and services for a project from outside the performing organization. | |  | c. | generating, collecting, disseminating, and storing project information. | |  | d. | identifying and analyzing stakeholder needs while managing and controlling their engagement. |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficult: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 41. Which of the following project management knowledge areas is an overarching function that affects and is affected by the different knowledge areas?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Project cost management | b. | Project stakeholder management | |  | c. | Project integration management | d. | Project communications management |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Project management knowledge areas describe the key competencies that project managers must develop. Project integration management is an overarching function that affects and is affected by all of the other knowledge areas. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 42. An important tool for project scope management is \_\_\_\_\_.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | fast tracking | b. | crashing | |  | c. | a Gantt chart | d. | a work breakdown structure |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Scope management uses scope statements, work breakdown structures, statements of work, requirements analyses, scope management plans, scope verification techniques, and scope change controls. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 43. Which of the following tools are most likely to be used in project time management?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Payback analysis | b. | Impact matrices | |  | c. | Gantt charts | d. | Fishbone diagrams |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Time management uses Gantt charts, project network diagrams, critical path analysis, crashing, fast tracking, and schedule performance measurements. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 44. Fast tracking is an example of a tool used in \_\_\_\_\_ management.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | time | b. | quality | |  | c. | communication | d. | risk |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Time management tools include Gantt charts, project network diagrams, critical path analysis, crashing, fast tracking, and schedule performance measurements. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 45. In which of the following areas of management is payback analysis most likely to be used?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Human resource | b. | Communication | |  | c. | Cost | d. | Quality |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Tools used in cost management include payback analysis, earned value management, project portfolio management, and cost estimates among others. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 46. A \_\_\_\_\_ is a tool used in quality management.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | probability matrice | b. | checklist | |  | c. | request for proposal | d. | critical path analysis |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Quality management uses include quality metrics, checklists, quality control charts, Pareto diagrams, and fishbone diagrams among others. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 47. Team building exercises and motivation techniques are tools used in \_\_\_\_\_ management.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | procurement | b. | scope | |  | c. | human resource | d. | cost |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Motivation techniques, empathic listening, resource histograms, and team building exercises are tools used in human resource management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.13 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 48. Which of the following tools can best help in efficient communication management?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Kick-off meetings | b. | Impact matrices | |  | c. | Requests for quotes | d. | Fast tracking |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Kick-off meetings are an important tool in project communication management. Other tools in project communication management are communications management plans, conflict management, communications media selection, and progress reports. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.14 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 49. A \_\_\_\_\_ is a tool used in risk management.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | work breakdown structure | b. | project organizational chart | |  | c. | critical path analysis | d. | probability matrice |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Risk management plans, risk registers, probability/impact matrices, and risk rankings are different tools used in risk management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.14 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 50. Which of the following statements is true of project management?   |  |  |  | | --- | --- | --- | |  | a. | It is a simple discipline with a limited scope. | |  | b. | It has specific tools which work universally across all kinds of projects. | |  | c. | It does not guarantee successes for all projects. | |  | d. | Its framework consists solely of project management knowledge areas. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Despite its advantages, project management is a very broad, often complex discipline. What works for one project may not work for another. Thus it is essential for project managers to continue to develop their knowledge and skills in managing projects. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty:Moderate | | *REFERENCES:* | p.14-15 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 51. Which of the following is true of program managers?   |  |  |  | | --- | --- | --- | |  | a. | They report to project managers who represent the next level in the hierarchy. | |  | b. | They recognize that managing a program is simpler than managing a project. | |  | c. | They provide leadership and direction for project managers heading the projects within a program. | |  | d. | They are responsible solely for the delivery of project results. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: A program manager provides leadership and direction for the project managers heading the projects within a program. Program managers also coordinate the efforts of project teams, functional groups, suppliers, and operations staff supporting the projects to ensure that products and processes are implemented to maximize benefits. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.18 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 52. Which of the following is a difference between project management and portfolio management?   |  |  |  | | --- | --- | --- | |  | a. | Project management involves making wise investment decisions whereas portfolio management does not. | |  | b. | Portfolio management is an easy task whereas project management is a more difficult task. | |  | c. | Portfolio management asks questions like, “Are we carrying out projects efficiently?” whereas project management asks questions such as “Are we investing in the right areas?” | |  | d. | Project management addresses specific, short-term goals whereas portfolio management focuses on long-term goals. |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Individual projects often address tactical goals, whereas portfolio management addresses strategic goals. Tactical goals are generally more specific and short-term than strategic goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.19 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 53. A difference between strategic and tactical goals is that:   |  |  |  | | --- | --- | --- | |  | a. | strategic goals are more specific than tactical goals. | |  | b. | tactical goals encompass broader dimensions than strategic goals. | |  | c. | tactical goals are more important for a project than strategic goals. | |  | d. | strategic goals are long-term in nature whereas tactical goals are short-term. |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Tactical goals are generally more specific and short-term than strategic goals, which emphasize long-term goals for an organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.19 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 54. Which of the following questions reflect the strategic goals of project portfolio management?   |  |  |  | | --- | --- | --- | |  | a. | Are we carrying out projects well? | |  | b. | Are projects on time and on budget? | |  | c. | Are we investing in the right areas? | |  | d. | Do stakeholders know what they should be doing? |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: The strategic goals of project portfolio management raise questions such as “Are we working on the right projects?”, “Are we investing in the right areas?”, and “Do we have the right resources to be competitive?” | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.19 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Program and Project Portfolio Management | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 55. Martha works as a project manager at a bank. Due to certain changes in external factors, Martha needs to make a few alterations in the tactical goals of her project. In such a scenario, which of the following will best help Martha cope with the change?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Negotiation | b. | Project environment knowledge | |  | c. | Motivation | d. | Soft skills |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: The project environment differs from organization to organization and project to project, but some skills will help in almost all project environments. These skills include understanding change and understanding how organizations work within their social, political, and physical environments. Project managers must be comfortable leading and handling change, because most projects introduce changes in organizations and involve changes within the projects themselves. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p.24 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Reflective Thinking | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Application | |

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| 56. Joe is a project manager in an IT company and has over the years, gained substantial knowledge in his area of work. However, while managing his team, he often loses his temper. In addition, he fails to be an active listener when his team members approach him with work related challenges. In which of the following areas does Joe need to develop his skills in?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Application area knowledge | b. | Project environment knowledge | |  | c. | Standards and regulations | d. | Human relations skills |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Achieving high performance on projects requires soft skills, otherwise called human relations skills. Project managers need good soft skills to understand, navigate, and meet stakeholders’ needs and expectations. They need to be able to listen actively to what others are saying, help develop new approaches for solving problems, and then persuade others to work toward achieving project goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Challenging | | *REFERENCES:* | p.24 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Reflective Thinking | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Application | |

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| 57. Which of the following best defines the role of leaders?   |  |  |  | | --- | --- | --- | |  | a. | They focus on short-term objectives. | |  | b. | They work on achieving primarily tactical goals. | |  | c. | They work solely toward day-to-day details of meeting specific tasks. | |  | d. | They inspire people to reach goals. |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Generally, a leader focuses on long-term goals and big-picture objectives while inspiring people to reach those goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 26 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 58. A Gantt chart is a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a \_\_\_\_ format.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | calendar | b. | line graph | |  | c. | bar graph | d. | pie chart |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: A Gantt chart was developed by Henry Gantt for scheduling work in factories. A Gantt chart is a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in calendar form. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 28 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 59. A critical path:   |  |  |  | | --- | --- | --- | |  | a. | is the shortest path through a network diagram. | |  | b. | represents schedule information in calendar form. | |  | c. | determines the earliest completion date of a project. | |  | d. | is a quality management tool to ensure a project meets the minimum quality standards. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: The critical path is the longest path through a network diagram that determines the earliest completion of a project. It shows which tasks affect the target completion date of a project, and it can change as work proceeds and more information becomes available. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 29 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 60. A \_\_\_\_\_ is an organizational group responsible for coordinating the project management function throughout an organization.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Project Management Office | b. | Project Management Professional | |  | c. | Project Management Center | d. | Portfolio Group |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: In the 1990s, many companies began creating Project Management Offices to help them handle the increasing number and complexity of projects. A Project Management Office (PMO) is an organizational group responsible for coordinating the project management function throughout an organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 30 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 61. Which of the following provides certification as a Project Management Professional?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | PMS | b. | PMC | |  | c. | PMI | d. | PMP |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: PMI or the Project Management Institute provides certification as a Project Management Professional (PMP). A Project Management Professional (PMP) is someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of project management by passing a comprehensive examination. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.33 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 62. Which of the following refers to a set of principles that guides decision making based on personal values of what is considered right and wrong?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Ethics | b. | Civics | |  | c. | Laws | d. | Politics |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Ethics is a set of principles that guides decision making based on personal values of what is considered right and wrong. Making ethical decisions is an important part of project managers’ personal and professional lives because it generates trust and respect with other people. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.34 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 63. Which of the following is true of low-end tools of the project management software?   |  |  |  | | --- | --- | --- | |  | a. | They are designed for especially large projects with multiple users. | |  | b. | Their main advantage is that they have unlimited functionality. | |  | c. | They provide basic project management features. | |  | d. | They are referred to as an enterprise project management software. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: In a project management software, low-end tools provide basic project management features and are often recommended for small projects and single users. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 64. Which of the following types of tools is usually recommended for small projects and single users?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Low-end | b. | Midrange | |  | c. | High-end | d. | Upper range |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Low-end tools provide basic project management features and generally cost less than $200 per user. They are often recommended for small projects and single users. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 65. Enterprise project management softwares are also known as \_\_\_\_\_ tools of project management software.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | baseline | b. | midrange | |  | c. | low-end | d. | high-end |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Project management software tools can be divided into three general categories based on functionality and price. One of these tools are high-end tools which are sometimes referred to as enterprise project management software. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 66. Which of the following is a difference between low-end and midrange tools of the project management software?   |  |  |  | | --- | --- | --- | |  | a. | Low-end tools are designed to handle primarily multiple users whereas midrange tools are created to handle single users. | |  | b. | Low-end tools provide robust capabilities to handle dispersed workgroups whereas midrange tools do not. | |  | c. | Midrange tools provide basic project management features whereas low-end tools offer enterprise and portfolio management functions. | |  | d. | Midrange tools are designed to handle larger projects than low-end tools. |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: In a project management software, midrange tools is a step up from low-end tools. They are designed to handle larger projects, multiple users, and multiple projects. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 67. Until the 1980s, project management primarily focused on providing \_\_\_\_\_ and resource data to top management in the military, computer, and construction industries.   |  |  | | --- | --- | | *ANSWER:* | schedule | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.2 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.1 - LO: 1-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Introduction | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 68. A(n) \_\_\_\_\_ is a temporary endeavor undertaken to create a unique product, service, or result.   |  |  | | --- | --- | | *ANSWER:* | project | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.4 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 69. \_\_\_\_\_ refers to work done in organizations to sustain the business.   |  |  | | --- | --- | | *ANSWER:* | Operations | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.4 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 70. \_\_\_\_\_ include people, hardware, software, or other assets.   |  |  | | --- | --- | | *ANSWER:* | Resources | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.6 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 71. A project’s sponsor is also known as a(n) \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | primary customer | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 72. In project management, the three limitations of scope, time, and cost are referred to as the \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | triple constraint | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 73. The question, “What unique product does the customer expect from the project?” is an example of a(n) \_\_\_\_\_ constraint.   |  |  | | --- | --- | | *ANSWER:* | scope | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 74. The question, “What is the project’s schedule?” is an example of a(n) \_\_\_\_\_ constraint.   |  |  | | --- | --- | | *ANSWER:* | time | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Product? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 75. “What is the project’s budget?” This is an example of a project’s \_\_\_\_\_ constraint.   |  |  | | --- | --- | | *ANSWER:* | cost | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.7 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Product? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 76. The \_\_\_\_\_ of project management includes quality, scope, time, and cost constraints.   |  |  | | --- | --- | | *ANSWER:* | quadruple constraint | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 77. \_\_\_\_\_ is “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.”   |  |  | | --- | --- | | *ANSWER:* | Project management | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 78. Project management \_\_\_\_\_ describe the key competencies that project managers must develop.   |  |  | | --- | --- | | *ANSWER:* | knowledge areas | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.11 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 79. Project \_\_\_\_\_ management includes estimating how long it will take to complete work, develop an acceptable project schedule, and ensure timely completion of a project.   |  |  | | --- | --- | | *ANSWER:* | time | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 80. Project \_\_\_\_\_ management consists of preparing and managing the budget for a project.   |  |  | | --- | --- | | *ANSWER:* | cost | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 81. A(n) \_\_\_\_\_ is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”   |  |  | | --- | --- | | *ANSWER:* | program | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.17 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Portfolio Management | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 82. \_\_\_\_\_ refers to the process in which organizations group and manage projects and programs as a cluster of investments that contribute to the entire enterprise’s success.   |  |  | | --- | --- | | *ANSWER:* | Project portfolio management | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.18 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Portfolio Management | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 83. \_\_\_\_\_ software integrates information from multiple projects to show the status of active, approved, and future projects across an entire organization.   |  |  | | --- | --- | | *ANSWER:* | Portfolio project management | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.21-22 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.4 - LO: 1-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | Program and Portfolio Management | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 84. Soft skills are also known as \_\_\_\_\_ skills.   |  |  | | --- | --- | | *ANSWER:* | human relations | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.24 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 85. The critical path is the \_\_\_\_\_ path through a network diagram that determines the earliest completion of a project.   |  |  | | --- | --- | | *ANSWER:* | longest | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.29 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 86. The \_\_\_\_\_ is an international professional society for project managers founded in 1969**.**   |  |  | | --- | --- | | *ANSWER:* | Project Management Institute | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.32 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 87. Passing the CPA exam is a standard for accountants. Similarly, passing the PMP exam is becoming a standard for \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | project managers | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.33 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 88. Ethics is a set of principles that guides decision making based on \_\_\_\_\_ of what is considered right and wrong.   |  |  | | --- | --- | | *ANSWER:* | personal values | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.34 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 89. \_\_\_\_\_ tools, a step up from low-end tools, are designed to handle larger projects, multiple users, and multiple projects.   |  |  | | --- | --- | | *ANSWER:* | Midrange | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 90. High-end tools in project management software have enterprise and \_\_\_\_\_ functions that summarize and combine individual project information to provide an enterprise view of all projects.   |  |  | | --- | --- | | *ANSWER:* | portfolio management | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 91. High-end tools are generally licensed on a(n) \_\_\_\_\_ basis.   |  |  | | --- | --- | | *ANSWER:* | per-user | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.36 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Knowledge | |

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| 92. Describe the triple constraint. What are the three components and what is the relationship between them?   |  |  | | --- | --- | | *ANSWER:* | Every project is constrained in different ways by its scope, time, and cost goals. These limitations are sometimes referred to in project management as the triple constraint. To create a successful project, a project manager must consider scope, time, and cost and balance these three often-competing goals. He or she must consider the following:  Scope: This goal involves questions such as, “What work will be done as part of the project? What unique product, service, or result does the customer or sponsor expect from the project? How will the scope be verified?”  Time: This goal encompasses questions such as, “How long should it take to complete the project? What is the project’s schedule? How will the team track actual schedule performance? Who can approve changes to the schedule?”  Cost: This goals deals with questions such as, “What should it cost to complete the project? What is the project’s budget? How will costs be tracked? Who can authorize changes to the budget?”  Managing the triple constraint involves making trade-offs between scope, time, and cost goals for a project. Experienced project managers know that they must decide which aspect of the triple constraint is most important. If time is most important, one must change the initial scope and/or cost goals to meet the schedule. If scope goals are most important, one may need to adjust time and/or cost goals. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 7-9 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.2 - LO: 1-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is a Project? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 93. List and describe each of the ten project management knowledge areas.   |  |  | | --- | --- | | *ANSWER:* | Project management knowledge areas describe the key competencies that project managers must develop. These are as follows:  (1) Project scope management involves defining and managing all the work required to complete the project successfully.  (2) Project time management includes estimating how long it will take to complete the work, developing an acceptable project schedule, and ensuring timely completion of the project.  (3) Project cost management consists of preparing and managing the budget for the project.  (4) Project quality management ensures that the project will satisfy the stated or implied needs for which it was undertaken.  (5) Project human resource management is concerned with making effective use of the people involved with the project.  (6) Project communications management involves generating, collecting, disseminating, and storing project information.  (7) Project risk management includes identifying, analyzing, and responding to risks related to the project.  (8) Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization.  (9) Project stakeholder management includes identifying and analyzing stakeholder needs while managing and controlling their engagement throughout the life of the project.  (10) Project integration management is an overarching function that affects and is affected by all of the other knowledge areas. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.11-12 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.3 - LO: 1-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | What is Project Management? | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 94. What are some of the qualities of a good project manager? Explain.   |  |  | | --- | --- | | *ANSWER:* | Project managers often take on the role of both leader and manager. Good project managers know that people make or break projects, so they must set a good example to lead their team to success. They are aware of the greater needs of their stakeholders and organizations, so they are visionary in guiding their current projects and in suggesting future ones. Companies that excel in project management grow project “leaders,” emphasizing development of business and communication skills. Yet good project managers must also focus on getting the job done by paying attention to the details and daily operations of each task. The best project managers have leadership and management characteristics; they are visionary yet focused on the bottom line. Above all else, good project managers focus on achieving positive results. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.26-27 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.5 - LO:1-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | The Role of the Project Manager | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 95. Discuss the PMP certification. What are the advantages of obtaining PMP certification?   |  |  | | --- | --- | | *ANSWER:* | The Project Management Institute (PMI) provides certification as a Project Management Professional (PMP)—someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.  Organizations that support PMP certification see the value of investing in programs to improve their employees’ knowledge in project management. Many employers today require specific certifications to ensure their workers have current skills, and job seekers find that they often have an advantage when they earn and maintain marketable certifications.  Passing the PMP exam is becoming a standard for project managers. Project management certification is also enabling professionals in the field to share a common base of knowledge. Sharing a common base of knowledge is important because it helps advance the theory and practice of project management. PMI also offers additional certifications, including agile techniques, scheduling, risk, and program management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.33 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |

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| 96. Discuss the PMI Code of Ethics and Professional Conduct.   |  |  | | --- | --- | | *ANSWER:* | PMI approved a new Code of Ethics and Professional Conduct that took effect in January 2007. This code applies not only to PMPs, but to all PMI members and individuals who hold a PMI certification, apply for a PMI certification, or serve PMI in a volunteer capacity. It is vital for project management practitioners to conduct their work in an ethical manner. Even if one is not affiliated with PMI, these guidelines can help one conduct their work in an ethical manner, which helps the profession earn the confidence of the public, employers, employees, and all project stakeholders. The PMI Code of Ethics and Professional Conduct includes short chapters addressing vision and applicability, responsibility, respect, fairness, and honestly. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.34 | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.6 - LO: 1-6 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Technology | | *TOPICS:* | The Project Management Profession | | *KEYWORDS:* | Bloom's: Comprehension | |