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