

CHAPTER 1: OVERVIEW

- (E) 1. In today's market, which of the following industries appears to have a need for project management?
- A. Aerospace & defense
 - B. Construction
 - C. Information systems
 - * D. All industries have a need for project management
- (M) 2. Which of the following is not one of the PMBOK® Guide's five process groups?
- * A. Feasibility studies
 - B. Planning
 - C. Execution
 - D. Closure
- (E) 3. Which of the following is normally not one of the traditional components of the triple constraint?
- A. Within time
 - B. Within cost
 - C. Within performance (Scope, technology or quality)
 - * D. Accepted by the customer
- (M) 4. Which of the following is a potential benefit of using project management?
- A. Maximization of continuous reporting
 - B. No need for identification of functional responsibilities
 - * C. Identification of time limits for scheduling
 - D. No need for a project management methodology
- (E) 5. Which of the following functions of classical management is generally *not* performed by the project manager?
- A. Planning
 - B. Organizing
 - * C. Staffing
 - D. Controlling
- (M) 6. Which of the following three types of deliverables discussed in the book would be used to classify the final report that must be presented to the customer at the end of the project?
- A. Hardware deliverables
 - * B. Software deliverables

- C. Interim deliverables
 - D. Validation deliverables
- (E) 7. Which of the following is not an organizational stakeholder?
- A. Executive officers
 - B. Unions
 - C. Employees
 - * D. Customers
- (E) 8. Which of the following is not a product/market stakeholder?
- * A. Creditors
 - B. Customers
 - C. Suppliers
 - D. Governments
- (E) 9. Which of the following is not a capital market stakeholder?
- A. Banks
 - * B. Unions
 - C. Shareholders
 - D. Creditors
- (M) 10. Which of the following is *directly* controlled by the project manager?
- A. Money
 - B. Manpower
 - C. Information / technology
 - * D. None of the above
- (H) 11. Which of the following is reflective of the changes in project management according to Dr. Thamhain?
- A. Moving from dynamic to linear processes
 - * B. Moving toward full utilization of information technology
 - C. Moving away from the use of an enterprise-wide methodology
 - D. Moving from effectiveness to efficiency
- (E) 12. Successful project management requires a good daily working relationship between project and line managers.
- * A. True
 - B. False

- (E) 13. Successful project management does not require that people understand how to report to multiple bosses.
- A. True
 - * B. False
- (E) 14. The project manager's role as an integrator of activities does not include integration of activities necessary to:
- A. Develop the plan
 - B. Execute the plan
 - C. Make changes to the plan
 - * D. All of above are PM roles
- (M) 15. The PM's role with regard to interface management does not include interfacing:
- A. Within the project team
 - B. Between the project team and functional organizations
 - C. Between the project team and senior management
 - * D. Between senior management and various external stakeholders
- (H) 16. Which of the following is the role of the PM rather than the role of the functional manager?
- * A. What work will be done
 - B. How the work will be done
 - C. Who will do it
 - D. Where it will be done
- (E) 17. Which of the following problems affects the functional manager's ability to staff and support a project during execution?
- A. Limited availability of resources
 - B. Predetermined deadlines
 - C. Unscheduled changes to the project plan
 - * D. all of the above
- (H) 18. What type of project manager would have employees (i.e. team members) that report directly to the project manager full-time for the duration of the project?
- A. Lightweight team leader
 - B. Heavyweight team leader
 - * C. Tiger team leader
 - D. Leopard Team leader

- (H) 19. When team members take direction from both the project and line managers, the type of project manager is usually
- A. Lightweight team leader
 - * B. Heavyweight team leader
 - C. Tiger team leader
 - D. Leopard team leader
- (H) 20. On a project headed up by a lightweight project manager, employees have their performance reviews made by:
- * A. Line managers only
 - B. Line managers with input from the project managers
 - C. Concurrence jointly by project managers and line managers
 - D. Project managers only
- (H) 21. Which of the following is normally not part of a team member's role?
- A. Accepting responsibility for a deliverable
 - * B. Sharing information with the sponsor
 - C. Sharing information with the team
 - D. Completing the work at the earliest possible time.
- (M) 22. In which life cycle phase do project sponsors become most actively involved in the project?
- * A. Initiation
 - B. Execution
 - C. Monitor and control
 - D. Closure
- (M) 23. Which of the following is not part of the project sponsor's role?
- A. Conflict resolution
 - B. Priority-setting
 - * C. Selection of project team members
 - D. Monitoring performance at a high level
- (M) 24. Project sponsorship almost always resides at the executive levels
- A. True
 - * B. False
- (M) 25. Which of the following promises can project managers make to functional employees assigned to a project?
- A. Promotions

- B. Overtime
 - C. Future work assignments
 - * D. None of the above
- (H) 26. Which of the following most likely represents a project champion rather than a project manager?
- A. Manages people
 - * B. Seeks perfection
 - C. Willing to take risks
 - D. Prefers to work in groups