

Chapter 04 Defining the Project

Multiple Choice Questions

1. The method used to collect information to use through all phases of the project life cycle is called
 - A. Responsibility matrix
 - B. Organization breakdown structure
 - C. Work breakdown structure
 - D. Priority matrix
 - E. Work package

2. Jose is looking at a document that outlines the specific tasks and subtasks required to complete the writing of a technical support manual. The method that was probably used to develop the document is most likely
 - A. Responsibility matrix
 - B. Organization breakdown structure
 - C. Work breakdown structure
 - D. Priority matrix
 - E. Work package

3. The first step in creating the necessary information to manage a project is to
 - A. Establish project priorities
 - B. Define the project scope
 - C. Verify the budget available
 - D. Assign team members to work on the project
 - E. Determine the required completion date

4. Linda has just been assigned a project to develop a new advertising campaign for an established product. Her first step should be to
 - A. Establish project priorities
 - B. Define the project scope
 - C. Verify the budget available
 - D. Assign team members to work on the project
 - E. Determine the required completion date

5. Research shows the most frequently mentioned barrier to project success is
- A. Not enough budget resources
 - B. Poor performance by team members
 - C. Weak project leadership
 - D. Poorly defined scope or mission
 - E. Political in-fighting
6. An expected output over the life of a project would be classified as
- A. A deliverable
 - B. A product
 - C. An end object
 - D. An objective
 - E. A target
7. The first step of project scope definition is to
- A. Analyze the strategic plan
 - B. Analyze the current budget plan
 - C. Meet with team members
 - D. Select team members
 - E. Define the overall objective to meet the customer's needs
8. In reviewing the project plan, Susan sees that the first prototype is due by October 12. This would be best classified as a
- A. Project target
 - B. Limit item
 - C. Milestone
 - D. Project objective
 - E. Critical goal

9. The ability of 911 emergency systems to identify the caller's phone number and location are considered to be a
- A. Technical requirement
 - B. Milestone
 - C. Project limit
 - D. Project exclusion
 - E. Project deliverable
10. Which of the following is not one of the items that would appear on a project scope checklist?
- A. Deliverables
 - B. Technical requirements
 - C. Objectives
 - D. Work breakdown structure
 - E. Reviews with customer
11. "To construct a high-quality, custom home within five months at costs not to exceed \$150,000" is best classified as
- A. A deliverable
 - B. A milestone
 - C. An objective
 - D. A limit
 - E. An exclusion
12. The second step in the defining of a project would be to
- A. Analyze the strategic plan
 - B. Analyze the current budget plan
 - C. Establish project priorities
 - D. Select team members
 - E. Define the major objectives to meet the customer's needs

13. Which of the following is not one of the basic classifications of project priorities?
- A. Profit
 - B. Cost
 - C. Time
 - D. Performance
 - E. All of these are basic classifications
14. If a project criterion indicates that the project must meet a specific date, that criterion is classified as
- A. Constrained
 - B. Enhanced
 - C. Accepted
 - D. Limited
 - E. Fixed
15. Scott has just been given a project that has a specific target date. After discussion with top management he finds that while the date is important the cost is more important and a slip in delivery would be acceptable if required to meet the cost targets. The target date is best classified as
- A. Constrain
 - B. Enhance
 - C. Accept
 - D. Limit
 - E. Optional
16. The tool used to assist in making project trade-offs between schedule, budget, and performance objectives is called a
- A. Responsibility matrix
 - B. Work breakdown structure
 - C. Project priority matrix
 - D. Work package
 - E. Criterion matrix

17. The lowest element in the hierarchical breakdown of the WBS is

- A. A deliverable
- B. A work package
- C. A cost account
- D. A lowest sub deliverable
- E. An object

18. The highest element in the hierarchical breakdown of the WBS is

- A. A work package
- B. Sub deliverables
- C. A cost account
- D. Major deliverables
- E. The project

19. All of the following are true about work packages except

- A. Consume resources
- B. Assigned to only one manager
- C. Have medium to long duration
- D. Definitive starts and stops dates
- E. All of these are true

20. All of the following are usually included in a work package except

- A. What will be done?
- B. The time needed to complete the work.
- C. A single person who is responsible for its completion.
- D. All the costs for the work package.
- E. All of these are included in a work package.

21. The integration of project work packages within the organization's management structure is known as

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure
- D. Priority matrix
- E. Process breakdown structure

22. The final step in the creation of a Work Breakdown Structure is to

- A. Code the WBS for tracking
- B. Assign the cost account to a manager
- C. Assign the work package to a manager
- D. Develop the responsibility matrix
- E. All of these are included in the final step

23. The intersection of the WBS and the OBS is called the

- A. Responsibility matrix
- B. Priority matrix
- C. Work package
- D. Cost account
- E. Project overlap

24. Creating an extranet website or an internal software database system would be most closely associated with the

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure
- D. Priority matrix
- E. Process breakdown structure

25. If a project is small or of narrow scope and does not require an elaborate system, which of the following is a good choice?

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure
- D. Priority matrix
- E. Process breakdown structure

26. The project scope statement indicates that the client is responsible for training the people who will be using the equipment and that the project team will train the client's trainers. This is an example of:

- A. Project objectives
- B. Deliverables
- C. Limits and exclusions
- D. Technical requirements
- E. Milestones

27. The tendency for the project deliverables to expand over time—usually by changing requirements, specifications, and priorities—is called:

- A. Scope erosion
- B. Scope creep
- C. Project bloat
- D. Scope enhancement
- E. Project add-ons

28. Which of the following is a good example of a Process Breakdown Structure?

- A. New car prototype
- B. New software program
- C. New computer hardware
- D. New sports stadium
- E. New project management book

29. Which of the follow is least likely to be included in a Work Package?

- A. Materials
- B. Labor
- C. Overhead
- D. Duration
- E. Responsibilities

30. The Snapshot from Practice dealing with Big Bertha II illustrated how important a project's _____ is to the successful completion of a project.

- A. Objective
- B. Deliverables
- C. Technical requirements
- D. Milestones
- E. Limits and exclusions

Fill in the Blank Questions

31. A selective outline of the project that ensures the identification of all tasks and an understanding of what is to be done is called a _____.

32. The first step in planning any project is to _____.

33. The primary purpose of the first step of defining a project is to identify the _____ for the end user and to focus project plans.

34. Significant events in a project that occur at a specific point in time, are natural control points, and are easily recognized by project participants are known as _____.

35. The need for a computer to function in countries having different electrical systems is an example of a _____.

36. The agreement that training will be the responsibility of the customer is an example of a project _____.

37. A project parameter such as completion date or cost is _____ if it is fixed and must be met.

38. Taking advantage of opportunities to reduce costs or accelerate the schedule are examples of project criteria being classified as _____.

39. In making project trade-offs, a criteria that is allowed to not meet the original target is classified as _____.

40. Developing a _____ provides a forum for clearly establishing priorities with customers and top management so as to create shared expectations and avoid misunderstandings.

41. The result of subdividing the work of a project into smaller and smaller work elements is called _____.

42. The most detailed element in the hierarchical breakdown of the project work to be accomplished is known as the _____.

43. A(n) _____ is a grouping of work packages for monitoring progress and responsibility.

44. Practice suggests that a work package should not exceed _____ workdays or one reporting period.

45. The process of assigning specific work packages to a particular group or person within the organization is called _____.

46. The final step in the defining of a project is focused on assigning _____ to each of the work packages.

47. In a work breakdown structure the _____ is the focal point because all budgets, work assignments, time, cost, and technical performance come together at that point.

48. Once the _____ has been established, it is the basis for making trade-off decisions later in the project.

49. In a _____ the project is organized around phases or groups of activities rather than the more conventional deliverables.

50. The _____ summarizes, in graphic format, the tasks to be accomplished and who is responsible for what on a given project.

51. The Work Breakdown Structure is an outline of the project with different levels of _____.

52. The purposes of the _____ are to provide a framework to summarize organization unit work performance, identify organization units responsible for work packages, and tie the organizational unit to cost control accounts.

53. The most commonly used method for coding the WBS is _____.

54. The gradual expansion of project requirements during the execution of project is known as _____.

True / False Questions

55. The development of a work breakdown structure with appropriate dates and budget is usually accomplished in a single iteration.

True False

56. Studies suggest that there is a strong correlation between project success and clear project scope definition.

True False

57. Project scope describes what you expect to deliver to your customers when the project is complete.

True False

58. One of the items included on a project scope checklist is the reviews with the customer.

True False

59. Quality and the ultimate success of a project are traditionally defined as meeting or exceeding the expectations of the customer or management.

Refer to Figure 4.1

True False

60. The criteria for project success include attaining objectives relating to cost, schedule, and revenue.

Refer to Figure 4.1

True False

61. Statements of project scope are sometimes referred to as Statements of Work or Project Charters.

True False

62. If a project criterion should be optimized if at all possible, it is classified as being constrained.

True False

63. Basically, the WBS is an outline of the project with different levels of detail.

True False

64. In general, work packages should not exceed 10 work days.

True False

65. In a Work Breakdown Structure for a software development project, the typical structure follows the major phases of software development.

Refer to Figure 4.4

True False

66. Integrating a project's work packages within the organization's management structure is known as work breakdown structure.

True False

67. Scope definitions are usually brief with only one or two pages being typical for small projects.

True False

68. A work breakdown structure is frequently used on projects such as software development where the project is focused on activities rather than deliverables.

Refer to Snapshot from Practice on Page 114

True False

69. Responsibility matrices are used primarily with small and medium sized projects and have limited use in large projects.

True False

70. In a work breakdown structure deliverables are ignored and replaced with activities or tasks that have been grouped in phases.

True False

71. The intersection of the WBS and the OBS represents a control point, called a cost account.

True False

72. The most commonly used scheme for coding the work breakdown structure is to use a department project number assigned by the accounting department.

True False

73. For large companies, the organization breakdown structure is used rather than the work breakdown structure.

True False

74. The hierarchical work breakdown structure can be used to represent the need for information at various levels of management.

True False

75. The intersection of work packages and the organization unit creates a project control point called a cost account.

True False

76. Reviews with customers only refers to projects with external customers who are paying for the project.

True False

77. A typical responsibility matrix will include not only those responsible for a specific task but also those who supply support and assistance.

Refer to Figure 4.6

True False

Short Answer Questions

78. Identify and briefly describe the five steps in defining a project.

79. Identify and briefly describe the six elements on the recommended project scope checklist.

80. In terms of project management, what is a deliverable and give an example.

81. Identify and briefly describe the three elements that are traditionally used to measure the ultimate success of a project.

82. In project management terms, what is meant by "managing the trade-offs?"

83. Identify and briefly describe the three categories used to classify the priority of major project parameters.

84. What is a Project Priority Matrix and how would you use one?

85. What is meant by a work breakdown structure and how does it help manage projects?

86. Identify in order from broadest to most specific, the six parts of the hierarchical breakdown of the WBS.

87. What is a Responsibility Matrix and how would it be used in project management?

88. What is meant by "Scope Creep" and why is it significant to project managers?

89. What is an OBS and how would you use it to plan a project?

Chapter 04 Defining the Project Answer Key

Multiple Choice Questions

1. The method used to collect information to use through all phases of the project life cycle is called

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure**
- D. Priority matrix
- E. Work package

The method suggested is a selective outline of the project called the work breakdown structure.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

2. Jose is looking at a document that outlines the specific tasks and subtasks required to complete the writing of a technical support manual. The method that was probably used to develop the document is most likely

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure**
- D. Priority matrix
- E. Work package

The method suggested is a selective outline of the project called the work breakdown structure. The early stages of developing the outline serve to ensure that all tasks are identified and that participants of the project have an understanding of what is to be done.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

3. The first step in creating the necessary information to manage a project is to

- A. Establish project priorities
- B. Define the project scope**
- C. Verify the budget available
- D. Assign team members to work on the project
- E. Determine the required completion date

Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

4. Linda has just been assigned a project to develop a new advertising campaign for an established product. Her first step should be to

- A. Establish project priorities
- B. Define the project scope**
- C. Verify the budget available
- D. Assign team members to work on the project
- E. Determine the required completion date

Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

Chapter 04 - Defining the Project

5. Research shows the most frequently mentioned barrier to project success is

- A. Not enough budget resources
- B. Poor performance by team members
- C. Weak project leadership
- D. Poorly defined scope or mission**
- E. Political in-fighting

Research clearly shows that a poorly defined scope or mission is the most frequently mentioned barrier to project success.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

6. An expected output over the life of a project would be classified as

- A. A deliverable**
- B. A product
- C. An end object
- D. An objective
- E. A target

Major deliverables—the expected outputs over the life of the project.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

Chapter 04 - Defining the Project

7. The first step of project scope definition is to
- A. Analyze the strategic plan
 - B. Analyze the current budget plan
 - C. Meet with team members
 - D. Select team members
 - E. Define the overall objective to meet the customer's needs**

The first step of project scope definition is to define the overall objective to meet your customer's need(s).

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

8. In reviewing the project plan, Susan sees that the first prototype is due by October 12. This would be best classified as a
- A. Project target
 - B. Limit item
 - C. Milestone**
 - D. Project objective
 - E. Critical goal

A milestone is a significant event in a project that occurs at a point in time. The milestone schedule shows only major segments of work; it represents first, rough-cut estimates of time, cost, and resources for the project.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

9. The ability of 911 emergency systems to identify the caller's phone number and location are considered to be a

- A.** Technical requirement
- B. Milestone
- C. Project limit
- D. Project exclusion
- E. Project deliverable

More frequently than not, a product or service will have technical requirements to ensure proper performance.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

10. Which of the following is not one of the items that would appear on a project scope checklist?

- A. Deliverables
- B. Technical requirements
- C. Objectives
- D.** Work breakdown structure
- E. Reviews with customer

See Project Scope Checklist on Page 102.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

11. "To construct a high-quality, custom home within five months at costs not to exceed \$150,000" is best classified as

- A. A deliverable
- B. A milestone
- C. An objective**
- D. A limit
- E. An exclusion

The first step of project scope definition is to define the overall objective to meet your customer's need(s). For example, as a result of extensive market research a computer software company decides to develop a program that automatically translates verbal sentences in English to Russian. The project should be completed within three years at a cost not to exceed \$1.5 million.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Medium

12. The second step in the defining of a project would be to

- A. Analyze the strategic plan
- B. Analyze the current budget plan
- C. Establish project priorities**
- D. Select team members
- E. Define the major objectives to meet the customer's needs

Quality and the ultimate success of a project are traditionally defined as meeting and/or exceeding the expectations of the customer and/or upper management in terms of cost (budget), time (schedule), and performance (scope) of the project (see Figure 4.1).

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 2: Establishing Project Priorities
Level: Easy

13. Which of the following is not one of the basic classifications of project priorities?

- A. Profit**
- B. Cost
- C. Time
- D. Performance
- E. All of these are basic classifications

One of the primary jobs of a project manager is to manage the trade-offs among time, cost, and performance. To do so, project managers must define and understand the nature of the priorities of the project.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 2: Establishing Project Priorities

Level: Easy

14. If a project criterion indicates that the project must meet a specific date, that criterion is classified as

- A. Constrained**
- B. Enhanced
- C. Accepted
- D. Limited
- E. Fixed

The original parameter is fixed. The project must meet the completion date, specifications and scope of the project, or budget.

AACSB: Analytic

Bloom's: Knowledge

Learning Objective: Step 2: Establishing Project Priorities

Level: Medium

15. Scott has just been given a project that has a specific target date. After discussion with top management he finds that while the date is important the cost is more important and a slip in delivery would be acceptable if required to meet the cost targets. The target date is best classified as

- A. Constrain
- B. Enhance
- C. Accept**
- D. Limit
- E. Optional

For which criterion is it tolerable not to meet the original parameters? When trade-offs have to be made, is it permissible for the schedule to slip, to reduce the scope and performance of the project, or to go over budget?

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium

16. The tool used to assist in making project trade-offs between schedule, budget, and performance objectives is called a

- A. Responsibility matrix
- B. Work breakdown structure
- C. Project priority matrix**
- D. Work package
- E. Criterion matrix

One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium

17. The lowest element in the hierarchical breakdown of the WBS is

- A. A deliverable
- B. A work package**
- C. A cost account
- D. A lowest sub deliverable
- E. An object

See Figure 4.3 on page 108.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

18. The highest element in the hierarchical breakdown of the WBS is

- A. A work package
- B. Sub deliverables
- C. A cost account
- D. Major deliverables
- E. The project**

See Figure 4.3 on page 108.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

19. All of the following are true about work packages except

- A. Consume resources
- B. Assigned to only one manager
- C. Have medium to long duration**
- D. Definitive starts and stops dates
- E. All of these are true

Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost. Each work package is a control point. A work package manager is responsible for seeing that the package is completed on time, within budget, and according to technical specifications.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

20. All of the following are usually included in a work package except

- A. What will be done?
- B. The time needed to complete the work.
- C. A single person who is responsible for its completion.
- D. All the costs for the work package.
- E. All of these are included in a work package.**

Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost. Each work package is a control point. A work package manager is responsible for seeing that the package is completed on time, within budget, and according to technical specifications.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

21. The integration of project work packages within the organization's management structure is known as

- A. Responsibility matrix
- B. Organization breakdown structure**
- C. Work breakdown structure
- D. Priority matrix
- E. Process breakdown structure

In practice, the outcome of this process is the organization breakdown structure (OBS). The OBS depicts how the firm has organized to discharge work responsibility.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

22. The final step in the creation of a Work Breakdown Structure is to

- A. Code the WBS for tracking**
- B. Assign the cost account to a manager
- C. Assign the work package to a manager
- D. Develop the responsibility matrix
- E. All of these are included in the final step

The codes are used to define levels and elements in the WBS, organization elements, work packages, and budget and cost information.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 5: Coding the WBS for the Information System

Level: Easy

23. The intersection of the WBS and the OBS is called the

- A. Responsibility matrix
- B. Priority matrix
- C. Work package
- D. Cost account**
- E. Project overlap

The "cost account" is the focal point because all budgets, work assignments, time, cost, and technical performance come together at this point.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

24. Creating an extranet website or an internal software database system would be most closely associated with the

- A. Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure**
- D. Priority matrix
- E. Process breakdown structure

The classic WBS is when the project is broken down to the lowest manageable deliverable and subsequent work packages.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

25. If a project is small or of narrow scope and does not require an elaborate system, which of the following is a good choice?

- A.** Responsibility matrix
- B. Organization breakdown structure
- C. Work breakdown structure
- D. Priority matrix
- E. Process breakdown structure

The RM (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Responsibility Matrices
Level: Medium

26. The project scope statement indicates that the client is responsible for training the people who will be using the equipment and that the project team will train the client's trainers. This is an example of:

- A. Project objectives
- B. Deliverables
- C.** Limits and exclusions
- D. Technical requirements
- E. Milestones

The limits of scope should be defined. Failure to do so can lead to false expectations and to expending resources and time on the wrong problem.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Easy

27. The tendency for the project deliverables to expand over time—usually by changing requirements, specifications, and priorities—is called:

- A. Scope erosion
- B. Scope creep**
- C. Project bloat
- D. Scope enhancement
- E. Project add-ons

The tendency for the project scope to expand over time—usually by changing requirements, specifications, and priorities. Scope creep can be reduced by carefully writing your scope statement.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

28. Which of the following is a good example of a Process Breakdown Structure?

- A. New car prototype
- B. New software program**
- C. New computer hardware
- D. New sports stadium
- E. New project management book

See Figure 4.4 on Page 112.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

29. Which of the follow is least likely to be included in a Work Package?

- A. Materials
- B. Labor
- C. Overhead**
- D. Duration
- E. Responsibilities

Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost.

AACSB: Analytic

Bloom's: Knowledge

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

30. The Snapshot from Practice dealing with Big Bertha II illustrated how important a project's _____ is to the successful completion of a project.

- A. Objective
- B. Deliverables
- C. Technical requirements**
- D. Milestones
- E. Limits and exclusions

See Snapshot from Practice on Page 104.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

Fill in the Blank Questions

31. A selective outline of the project that ensures the identification of all tasks and an understanding of what is to be done is called a _____.

work breakdown structure

Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Easy

32. The first step in planning any project is to _____.

define the project scope

Defining the project scope sets the stage for developing a project plan. Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

33. The primary purpose of the first step of defining a project is to identify the _____ for the end user and to focus project plans.

objective

The first step of project scope definition is to define the overall objective to meet your customer's need(s).

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

34. Significant events in a project that occur at a specific point in time, are natural control points, and are easily recognized by project participants are known as _____.

Milestones

A milestone is a significant event in a project that occurs at a point in time. The milestone schedule shows only major segments of work; it represents first, rough-cut estimates of time, cost, and resources for the project.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 1: Defining the Project Scope
Level: Medium*

35. The need for a computer to function in countries having different electrical systems is an example of a _____.

technical requirement

More frequently than not, a product or service will have technical requirements to ensure proper performance. For example, a technical requirement for a personal computer might be the ability to accept 120-volt alternating current or 240-volt direct current without any adapters or user switches.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Medium*

36. The agreement that training will be the responsibility of the customer is an example of a project _____.

limit and exclusion

The limits of scope should be defined. Failure to do so can lead to false expectations and to expending resources and time on the wrong problem.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Medium*

37. A project parameter such as completion date or cost is _____ if it is fixed and must be met.

constrained

The original parameter is fixed. The project must meet the completion date, specifications and scope of the project, or budget.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

38. Taking advantage of opportunities to reduce costs or accelerate the schedule are examples of project criteria being classified as _____.

enhance

In the case of time and cost, this usually means taking advantage of opportunities to either reduce costs or shorten the schedule. Conversely, with regard to performance, enhancing means adding value to the project.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

39. In making project trade-offs, a criteria that is allowed to not meet the original target is classified as _____.

accept

Questions to ask in regards to accept. For which criterion is it tolerable not to meet the original parameters? When trade-offs have to be made, is it permissible for the schedule to slip, to reduce the scope and performance of the project, or to go over budget?

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

40. Developing a _____ provides a forum for clearly establishing priorities with customers and top management so as to create shared expectations and avoid misunderstandings.

priority matrix

One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

41. The result of subdividing the work of a project into smaller and smaller work elements is called _____.

work breakdown structure

Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Easy*

42. The most detailed element in the hierarchical breakdown of the project work to be accomplished is known as the _____.

work package

The lowest level of the WBS is called a work package. Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Easy*

43. A(n) _____ is a grouping of work packages for monitoring progress and responsibility.

cost account

See Figure 4.3 on Page 108.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Easy

44. Practice suggests that a work package should not exceed _____ workdays or one reporting period.

ten

Practice suggests a work package should not exceed 10 workdays or one reporting period. If a work package has a duration exceeding 10 days, check or monitoring points should be established within the duration, say, every three to five days, so progress and problems can be identified before too much time has passed.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Easy

45. The process of assigning specific work packages to a particular group or person within the organization is called _____.

organization breakdown structure

The WBS is used to link the organizational units responsible for performing the work. In practice, the outcome of this process is the organization breakdown structure (OBS).

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Easy

46. The final step in the defining of a project is focused on assigning _____ to each of the work packages.

codes

Gaining the maximum usefulness of a breakdown structure depends on a coding system. The codes are used to define levels and elements in the WBS, organization elements, work packages, and budget and cost information.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 5: Coding the WBS for the Information System
Level: Medium*

47. In a work breakdown structure the _____ is the focal point because all budgets, work assignments, time, cost, and technical performance come together at that point.

cost account

The "cost account" is the focal point because all budgets, work assignments time, cost, and technical performance come together at this point.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 5: Coding the WBS for the Information System
Level: Medium*

48. Once the _____ has been established, it is the basis for making trade-off decisions later in the project.

Priority Matrix

If midway through the project, a trade-off must be made between cost and expediting, which criterion has priority? One technique found in practice that is useful for this purpose is completing a priority matrix for the project to identify which criterion is constrained, which should be enhanced, and which can be accepted.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

49. In a _____ the project is organized around phases or groups of activities rather than the more conventional deliverables.

work breakdown structure

Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Medium*

50. The _____ summarizes, in graphic format, the tasks to be accomplished and who is responsible for what on a given project.

responsibility matrix

The RM (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project.

*AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Responsibility Matrices
Level: Easy*

51. The Work Breakdown Structure is an outline of the project with different levels of _____.

detail

The WBS is an outline of the project with different levels of detail.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Medium*

52. The purposes of the _____ are to provide a framework to summarize organization unit work performance, identify organization units responsible for work packages, and tie the organizational unit to cost control accounts.

OBS (Organization Breakdown Structure)

The purposes of the OBS are to provide a framework to summarize organization unit work performance, identify organization units responsible for work packages, and tie the organizational unit to cost control accounts.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Easy

53. The most commonly used method for coding the WBS is _____.

numeric indention

The most commonly used scheme in practice is numeric indention.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 5: Coding the WBS for the Information System

Level: Easy

54. The gradual expansion of project requirements during the execution of project is known as _____.

scope creep

Scope describes what you expect to deliver to your customer when the project is complete. Your project scope should define the results to be achieved in specific, tangible, and measurable terms.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

True / False Questions

55. The development of a work breakdown structure with appropriate dates and budget is usually accomplished in a single iteration.

FALSE

The WBS is an outline of the project with different levels of detail.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Easy*

56. Studies suggest that there is a strong correlation between project success and clear project scope definition.

TRUE

Research clearly shows that a poorly defined scope or mission is the most frequently mentioned barrier to project success.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Easy*

57. Project scope describes what you expect to deliver to your customers when the project is complete.

TRUE

Project scope is a definition of the end result or mission of your project—a product or service for your client/customer.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 1: Defining the Project Scope
Level: Easy*

58. One of the items included on a project scope checklist is the reviews with the customer.
TRUE

See Project Scope Checklist on Page 102.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 1: Defining the Project Scope
Level: Easy

59. Quality and the ultimate success of a project are traditionally defined as meeting or exceeding the expectations of the customer or management.
Refer to Figure 4.1
TRUE

Quality and the ultimate success of a project are traditionally defined as meeting and/or exceeding the expectations of the customer and/or upper management in terms of cost (budget), time (schedule), and performance (scope) of the project (see Figure 4.1).

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Easy

60. The criteria for project success include attaining objectives relating to cost, schedule, and revenue.
Refer to Figure 4.1
FALSE

Quality and the ultimate success of a project are traditionally defined as meeting and/or exceeding the expectations of the customer and/or upper management in terms of cost (budget), time (schedule), and performance (scope) of the project (see Figure 4.1).

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium

61. Statements of project scope are sometimes referred to as Statements of Work or Project Charters.

TRUE

Many companies engaged in contracted work refer to scope statements as statements of work (SOW). Other organizations use the term project charter. However, the term project charter has emerged to have a special meaning in the world of project management. A project charter refers to a document that authorizes the project manager to initiate and lead the project.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Management Structure
Level: Easy*

62. If a project criterion should be optimized if at all possible, it is classified as being constrained.

FALSE

The original parameter is fixed. The project must meet the completion date, specifications and scope of the project, or budget.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium*

63. Basically, the WBS is an outline of the project with different levels of detail.

TRUE

The WBS is an outline of the project with different levels of detail.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Easy*

64. In general, work packages should not exceed 10 work days.

TRUE

Practice suggests a work package should not exceed 10 workdays or one reporting period. If a work package has a duration exceeding 10 days, check or monitoring points should be established within the duration, say, every three to five days, so progress and problems can be identified before too much time has passed.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Easy

65. In a Work Breakdown Structure for a software development project, the typical structure follows the major phases of software development.

Refer to Figure 4.4

TRUE

See Figure 4.4 on Page 112.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

66. Integrating a project's work packages within the organization's management structure is known as work breakdown structure.

FALSE

Work packages are short duration tasks that have a definite start and stop point, consume resources, and represent cost.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

67. Scope definitions are usually brief with only one or two pages being typical for small projects.

TRUE

Scope definition should be as brief as possible but complete; one or two pages are typical for small projects.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 1: Defining the Project Scope
Level: Easy*

68. A work breakdown structure is frequently used on projects such as software development where the project is focused on activities rather than deliverables.

Refer to Snapshot from Practice on Page 114

TRUE

The WBS should conform to how you are going to schedule work. For example, if assignments are made in terms of days, then tasks should be limited as best as possible to one day or more to complete. Conversely, if hours are the smallest unit for scheduling, then work can be broken down to one-hour increments; final activities should have clearly defined start/end events. Avoid open-ended tasks like "research" or "market analysis."

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Medium*

69. Responsibility matrices are used primarily with small and medium sized projects and have limited use in large projects.

FALSE

One tool that is widely used by project managers and task force leaders of small projects is the responsibility matrix (RM). The RM (sometimes called a linear responsibility chart) summarizes the tasks to be accomplished and who is responsible for what on a project.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Responsibility Matrices
Level: Medium*

70. In a work breakdown structure deliverables are ignored and replaced with activities or tasks that have been grouped in phases.

FALSE

Once the scope and deliverables have been identified, the work of the project can be successively subdivided into smaller and smaller work elements. The outcome of this hierarchical process is called the work breakdown structure (WBS).

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Management Structure
Level: Medium*

71. The intersection of the WBS and the OBS represents a control point, called a cost account.

TRUE

The intersection of the WBS and OBS represents the set of work packages necessary to complete the subdeliverable located immediately above and the organizational unit on the left responsible for accomplishing the packages at the intersection.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Step 4: Integrating the WBS with the Organization
Level: Easy*

72. The most commonly used scheme for coding the work breakdown structure is to use a department project number assigned by the accounting department.

FALSE

The most commonly used scheme in practice is numeric indentation.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Step 5: Coding the WBS for the Information System
Level: Medium*

73. For large companies, the organization breakdown structure is used rather than the work breakdown structure.

FALSE

The OBS defines the organization subdeliverables in a hierarchical pattern in successively smaller and smaller units. Frequently, the traditional organization structure can be used. Even if the project is completely performed by a team, it is necessary to break down the team structure for assigning responsibility for budgets, time, and technical performance.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

74. The hierarchical work breakdown structure can be used to represent the need for information at various levels of management.

TRUE

The WBS is a map of the project. Use of WBS helps to assure project managers that all products and work elements are identified, to integrate the project with the current organization, and to establish a basis for control.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 3: Creating the Work Breakdown Structure

Level: Medium

75. The intersection of work packages and the organization unit creates a project control point called a cost account.

TRUE

The intersection of the WBS and OBS represents the set of work packages necessary to complete the subdeliverable located immediately above and the organizational unit on the left responsible for accomplishing the packages at the intersection.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Step 4: Integrating the WBS with the Organization

Level: Medium

76. Reviews with customers only refers to projects with external customers who are paying for the project.

FALSE

Completion of the scope checklist ends with a review with your customer—internal or external. The main concern here is the understanding and agreement of expectations.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Step 1: Defining the Project Scope

Level: Easy

77. A typical responsibility matrix will include not only those responsible for a specific task but also those who supply support and assistance.

Refer to Figure 4.6

TRUE

See Figure 4.6 on page 117.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Responsibility Matrices

Level: Easy

Short Answer Questions

78. Identify and briefly describe the five steps in defining a project.

1. defining the project scope, 2. establishing project priorities, 3. creating the work breakdown structure, 4. integrating the WBS with the organization, and 5. coding the WBS

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Step 1: Defining the Project Scope

Level: Medium

Chapter 04 - Defining the Project

79. Identify and briefly describe the six elements on the recommended project scope checklist.

1. project objectives, 2. deliverables, 3. milestones, 4. technical requirements, 5. limits and exclusions, and 6. reviews with customers

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 1: Defining the Project Scope
Level: Medium

80. In terms of project management, what is a deliverable and give an example.

A deliverable is an expected output that occurs during the life of a project.

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 1: Defining the Project Scope
Level: Easy

81. Identify and briefly describe the three elements that are traditionally used to measure the ultimate success of a project.

1. costs (budget), 2. time (schedule), and 3. performance (scope)

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium

82. In project management terms, what is meant by "managing the trade-offs?"

During project execution decisions will be needed to balance the three success criteria; costs, schedule, and performance. Typically one will be degraded in order to maintain or improve another. Thus the criteria are traded off.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Step 2: Establishing Project Priorities
Level: Difficult

83. Identify and briefly describe the three categories used to classify the priority of major project parameters.

1. constrain (the parameter is fixed), 2. enhance (the parameter should be optimized), and 3. accept (lower results are acceptable)

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Step 2: Establishing Project Priorities
Level: Medium

84. What is a Project Priority Matrix and how would you use one?

The Project Priority Matrix is a graphic representation classifying the major project parameters of time, performance, and cost according to their priority. It is used to assist in making project trade-off decisions.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Step 2: Establishing Project Priorities
Level: Difficult

85. What is meant by a work breakdown structure and how does it help manage projects?

WBS is the logical subdividing of major activities into smaller elements. It is useful to ensure complete planning of a project as well as a basis for monitoring progress.

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Medium

86. Identify in order from broadest to most specific, the six parts of the hierarchical breakdown of the WBS.

1. project, 2. deliverable, 3. sub deliverable, 4. lowest sub deliverable, 5. cost account, and work package

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Step 3: Creating the Work Breakdown Structure
Level: Medium

87. What is a Responsibility Matrix and how would it be used in project management?

The RM summarizes the tasks to be accomplished and who is responsible for what on a project. It is used to ensure that all participants understand and agree on their assignments.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Responsibility Matrices
Level: Medium

88. What is meant by "Scope Creep" and why is it significant to project managers?

It is the gradual expansion of project deliverables to the point that overall project constraints (costs and schedule) can no longer be met.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Step 1: Defining the Project Scope
Level: Difficult

89. What is an OBS and how would you use it to plan a project?

The OBS is the process of defining which organization units are responsible for performing the work outlined in the individual work packages.

AACSB: Analytic
Bloom's: Synthesis
Learning Objective: Step 4: Integrating the WBS with the Organization
Level: Difficult