

# ENGR 301 - Assignment 1

**Due 18:00 (6:00 pm), Friday, Sep 16, 2016**

Assignments must be handed in to the Instructor in the class.

**BEWARE: ANSWERS ARE ON LAST PAGE**

All questions are of equal value, 1 mark each.

Question 1-1.

The majority of the project budget is expended upon:

- a. Project plan development.
- b. Project plan execution.**
- c. Project termination.
- d. Project communication.

Question 1-2.

Which of the following is the most critical component of the triple constraint?

- a. Time, then cost, then quality.
- b. Quality, then budget, then time.
- c. Scope.
- d. They are all of equal importance unless otherwise stated.**

Question 1-3.

Which of the following best describes a project stakeholder?

- a. A team member.
- b. The project manager.
- c. Someone who works in an area affected by the project.
- d. All of the above are stakeholders.**

Question 1-4.

All of the following are elements in the definition of a project, except:

- a. A project is time-limited.
- b. A project is unique.
- c. A project is composed of unrelated activities.**
- d. A project is undertaken for a purpose.

Question 1-5.

All of the following distinguish project management from other process activities, except:

- a. There are no fundamental differences between project and process management.
- b. Project management often involves greater certainty of performance, cost, and schedule.
- c. Process management operates outside of line organizations.
- d. None of the above correctly distinguish project from process management.**

Question 1-6.

What is the main role of the functional manager?

- a. To control resources
- b. To manage the project when the project manager isn't available
- c. To define business processes
- d. To manage the project manager

Question 1-7.

Which pair of criteria are not included in the six criteria for IT project success as identified by DeLone and McLean?

- a. Information quality and User satisfaction.
- b. Individual impact and System quality.
- c. Level of integration and System maintainability.
- d. Use and Organizational impact.

Question 1-8.

What is an organization that controls project managers, documentation, and policies called?

- a. Project Management Office
- b. Strong matrix
- c. Functional
- d. Pure project

Question 1-9.

A business analyst has a career path that has been very important to her throughout the 10 years of her career. She is put on a project with a strong matrix organizational structure. Which of the following is likely viewed as a negative of being on the project?

- a. Being away from the group and on a project that might make it more difficult to get promoted
- b. Working with people who have similar skills
- c. Working long hours because the project is a high priority
- d. Not being able to take her own certification tests because she is so busy

Question 1-10.

Which of these is NOT a step in benchmarking?

- a. Compare current organization practices against those of chief competitors or some general industry standard.
- b. Compute an index score that measures the necessary rate of performance improvement.
- c. Analyze and critically evaluate current practices.
- d. Define a systematic route for improving organizational project management practices.

Answers:

- 1 b - The majority of a project budget is spent during the execution phase;
- 2 d - Unless otherwise stated, all elements in the triple-constraint model are equally critical;
- 3 d - All of the examples listed are types of project stakeholders;
- 4 c - A project is composed of "interrelated" activities;
- 5 d - None of the answers given correctly differentiates "process" from "project" management.
- 6 a - The functional manager runs the day-to-day operations of his department and controls the resources;
- 7 c - See box 1.2 page 17
- 8 a - The Project Management Office (PMO) typically has all of these responsibilities;
- 9 a - Being away from her functional group may cause her to feel that her efforts on behalf of the project are not being recognized by her functional manager, since the project employs a strong matrix structure;
- 10 b - Simply computing an index score is not a benchmark. It would be different if we compute, then compare and analyze the index score.