

## SAD Chapter 2

### Multiple Choice

Identify the choice that best completes the statement or answers the question.

- \_\_\_\_\_ 1. A critical success factor in project management is to:
- Say “no” to all requests as they add to ‘scope creep’
  - Use throwaway prototyping
  - Use a CASE tool to delineate requirements from work tasks
  - Start with a realistic assessment of the work that needs to be done
  - Hire an outside project management consulting group
- \_\_\_\_\_ 2. Which is a true statement about IT projects?
- Most IS departments face a demand for IT projects that far exceed the ability to do them.
  - Project Managers must be certified as PMP (Project Management Professionals)
  - Project estimates tend to have a built-in buffer of time
  - Project teams of 12 to 15 are generally considered optimum
  - The majority of projects taken on by IT departments are not strategic to the business
- \_\_\_\_\_ 3. Which is NOT suggested for IT development projects?
- Projects need to be prioritized
  - Projects need to be carefully selected
  - Projects need to be carefully managed
  - Projects need to give a positive return on investment within four years
  - Projects need to give value to the business
- \_\_\_\_\_ 4. Which would generally NOT be taken into consideration for project portfolio management in an organization?
- The number of large projects
  - The number of tactical projects
  - The number of high risk projects
  - The number of strategic projects
  - The number of financially feasible projects
- \_\_\_\_\_ 5. The V-model pays more explicit attention to \_\_\_\_\_:
- Iteration
  - Return on investment (ROI)
  - Business Value (the “V”)
  - Testing
  - Prototyping

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- \_\_\_ 6. RAD is an acronym for:
  - a. Real Application Development
  - b. Rapid Application Design
  - c. Rapid Authentic Development
  - d. Real Autonomous Development
  - e. Rapid Application Development
  
- \_\_\_ 7. Which of the following might result in version 1; version 2 (etc.) of a system?
  - a. System Prototyping
  - b. Waterfall Development
  - c. Iterative Development
  - d. System Prototyping
  - e. Parallel Development
  
- \_\_\_ 8. System prototyping is BEST characterized as:
  - a. A 'Quick and Dirty' system
  - b. A series of versions
  - c. A method for exploring design alternatives
  - d. A method for stressing customer satisfaction
  - e. More explicit testing
  
- \_\_\_ 9. Throwaway prototyping is BEST characterized as:
  - a. A 'Quick and Dirty' system
  - b. A series of versions
  - c. A method for exploring design alternatives
  - d. A method for stressing customer satisfaction
  - e. More explicit testing
  
- \_\_\_ 10. Parallel methodology is BEST characterized as:
  - a. A 'Quick and Dirty' system
  - b. A series of versions
  - c. A method for exploring design alternatives
  - d. A method for stressing customer satisfaction
  - e. More explicit testing
  
- \_\_\_ 11. Extreme Programming (XP) is BEST characterized as:
  - a. A 'Quick and Dirty' system
  - b. A series of versions
  - c. A method for exploring design alternatives
  - d. A method for stressing customer satisfaction
  - e. More explicit testing

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- \_\_\_ 12. What the MAIN difference between systems prototyping and throwaway prototyping?
- Systems prototyping involves users while throwaway prototyping does not
  - Throwaway prototyping involves users while systems prototyping does not
  - Systems prototyping is a rapid application development methodology; while throwaway prototyping is not
  - Systems prototyping works with users to quickly develop a simplified working version of the proposed system; while throwaway prototyping focuses more on exploring design alternatives
  - Throwaway prototyping develops systems that will be use as ‘stop-gap’ systems – and generally for less than six months; while systems prototyping results in systems that will be used extensively for several years.
- \_\_\_ 13. Which of the following methodologies *might* be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; reasonably reliable; a very long time schedule and the schedule visibility is not important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping
- \_\_\_ 14. Which of the following methodologies *might* be most appropriate if you have a system project with: unclear user requirements; unfamiliar technologies; somewhat complex; needs to be reliable; time is not an issue and the schedule visibility is somewhat important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping
- \_\_\_ 15. Which of the following methodologies *might* be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; reasonably reliable; a short time schedule and the schedule visibility is not important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping

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- \_\_\_ 16. Which of the following methodologies *might* be most appropriate if you have a system project with: clear requirements; very familiar technologies; not all that complex; must be reliable; a somewhat longer schedule and the schedule visibility is not important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - V-model
- \_\_\_ 17. Which of the following methodologies *might* be most appropriate if you have a system project with: somewhat unclear requirements; somewhat unfamiliar technologies; that is complex; reasonably reliable; a short time schedule and high schedule visibility?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping
- \_\_\_ 18. Which of the following methodologies *might* be most appropriate if you have a system project with: unclear requirements; very familiar technologies; not all that complex; reasonably reliable; a short time schedule and the schedule visibility is somewhat important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Extreme Programming
- \_\_\_ 19. Which of the following methodologies *might* be most appropriate if you have a system project with: unclear user requirements; unfamiliar technologies; very complex; must be reliable; a short to medium time schedule and the schedule visibility is somewhat important?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping
- \_\_\_ 20. Which of the following methodologies is the historic standard, but is used less today because it takes the longest to complete all the SDLC steps?
- Waterfall
  - Parallel
  - Iterative
  - System prototyping
  - Throwaway prototyping

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- \_\_\_\_\_ 21. The main difference between the Parallel Development Methodology and the Iterative Development Methodology is that:
- The Parallel Development Methodology will have various releases (like version 1.0; 2.0, etc.) and the Iterative will not
  - The Iterative Methodology will break the system project into sub-projects for analysis, design and implementation and then merge them into a final system and the Parallel will not
  - The Parallel Methodology will have sub-projects and the Iterative Methodology will have various releases
  - The Parallel Methodology will create various models or prototypes with user involvement before setting on design concepts and the Iterative will not
  - The Iterative Methodology will create various models or prototypes with user involvement before setting on design concepts and the Parallel Methodology will not
- \_\_\_\_\_ 22. Which of the following would BEST describe “system complexity”?
- The aspect of using technologies that analysts and developers are familiar with
  - The aspect of what the business side really wants the system to do
  - The aspect of how quickly the system can be developed and implemented
  - The aspect of how intricate and difficult the system must be
  - The aspect of how accurate the system must be (such as medical equipment or for games)
- \_\_\_\_\_ 23. Which of the following would BEST describe “system reliability”?
- The aspect of using technologies that analysts and developers are familiar with
  - The aspect of what the business side really wants the system to do
  - The aspect of how quickly the system can be developed and implemented
  - The aspect of how complex the system must be
  - The aspect of how accurate the system must be (such as medical equipment or for games)
- \_\_\_\_\_ 24. Bob is selecting a systems analysis and design methodology. What might be the first step?
- Selecting the shortest methodology
  - Researching the organizations standards and policies for ‘approved’ methodologies
  - Interviewing senior management as to their suggestions on methodologies
  - Do a quick ‘cost/benefit’ analysis on which methodology will provide the most benefits at the lowest cost
  - Do an analysis on which methodology might lessen or eliminate scope creep

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- \_\_\_\_\_ 25. A team of developers and customers are in close communication, with frequent communications, simplicity, feedback and courage. This would best describe:
- The parallel development methodology
  - The waterfall development methodology
  - The iterative development methodology
  - The Extreme Programming methodology
  - The throwaway prototyping methodology
- \_\_\_\_\_ 26. Kumar is the project manager for a revised TTP system. Which of the following most likely would NOT be considered in developing a work plan?
- Identifying tasks that need to be completed
  - Estimating the time that will be needed on tasks
  - Creating a dependency chart
  - The organizational readiness for the project
  - Key milestones that need to be met
- \_\_\_\_\_ 27. Suggestions for motivation might include all of these EXCEPT:
- Setting realistic deadlines
  - Giving all team members the same bonus on a project
  - Recognize and reward good efforts
  - Reward those with outstanding quality and effort
  - Having a good working environment
- \_\_\_\_\_ 28. TJ is coordinating a project. Which would he probably NOT use to avoid conflicts?
- Encourage a competitive edge between team members
  - Clearly defining plans for the project
  - Develop a project charter
  - Look at other projects and priorities and see how that might impact the project
  - Communicate the business value to the team
- \_\_\_\_\_ 29. The most common reason for schedule and cost overruns is \_\_\_\_\_
- Team conflict
  - Lack of communication from project manager to project team
  - Lack of support by sponsor and champion
  - Scope creep
  - Adding people to a late project
- \_\_\_\_\_ 30. Micah is a fairly new project manager. He estimated for a project plan (on the planning phase) that the project would cost \$50,000 and take 20 weeks. According to the margin of error guidelines for well-done estimates, that could range from:
- \$0 and \$100,000 – and between 15 and 25 weeks
  - \$10,000 and \$60,000 – and between 12 and 28 weeks
  - \$0 and \$100,000 – and between 0 and 40 weeks
  - \$5,000 and \$100,000 – and between 10 and 30 weeks
  - \$25,000 and \$75,000 – and between 10 and 30 weeks

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- \_\_\_ 31. The science (or art) of project management is in making \_\_\_\_\_ of size, time and cost.
- Benchmark comparisons
  - Analytical and educated estimates
  - Trade-offs
  - Maximum calculations
  - Minimum calculations
- \_\_\_ 32. Garrett has been told by management that his project **MUST** be completed on time. His best estimates are more than two weeks after the absolute deadline. Which technique could he use to get a functional system on time?
- Risk management
  - System prototyping
  - Benchmarking
  - Timeboxing
  - Activity elimination
- \_\_\_ 33. Which of the following is **NOT** a classic planning mistake?
- Overly optimistic schedule
  - Failing to monitor the schedule
  - Failing to update the schedule
  - Adding people to a late project
  - Omitting key requirements
- \_\_\_ 34. If the skills required by a project cannot be met by the available project team, which would probably **NOT** be a reasonable solution?
- Use a consultant
  - Use a contract employee
  - Modify the project to use skills inherent on the project team
  - Train the project team (or some of the team) on the skills needed
  - Mentor a team member (like sending a person to work on a similar project to acquire the necessary skills)
- \_\_\_ 35. Interpersonal skills for a project manager might be important when:
- Making assignments for a project
  - Creating a cost/benefit spreadsheet
  - Creating the system proposal
  - Working with a highly controversial project that may have political implications
  - Using the V-model variation of the Waterfall Methodology.

### True/False

*Indicate whether the statement is true or false.*

- \_\_\_ 36. PMP is People – Management – Project – the three components of successful project management.
- \_\_\_ 37. CIO is an acronym for “Chief Information Officer”.

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- \_\_\_ 38. A critical success factor for project management is to start with a realistic assessment of the work that needs to be accomplished.
- \_\_\_ 39. Investments in information systems projects today are evaluated in the context of an entire portfolio of projects.
- \_\_\_ 40. In most IT departments, the demand for IT projects is generally about the same as the department's ability to supply them.
- \_\_\_ 41. The corporate IT department carefully needs to prioritize, select and manage a portfolio of projects.
- \_\_\_ 42. Projects can be classified by: size, cost, purpose, length, programming language and hardware platform.
- \_\_\_ 43. The project methodology that takes the longest to complete is the Waterfall Development Methodology.
- \_\_\_ 44. The project methodology that takes the longest to complete is Extreme Programming Methodology.
- \_\_\_ 45. The Waterfall Methodology breaks the overall project into a series of release versions.
- \_\_\_ 46. The Iterative approach of the RAD methodology breaks the overall project into a series of release versions.
- \_\_\_ 47. The Throwaway Prototyping methodology is especially good for exploring design alternatives.
- \_\_\_ 48. The Throwaway Prototyping methodology is good at creating release version 1.0 for users; and then the methodology shifts to system prototyping to finish the system.
- \_\_\_ 49. Throwaway Prototyping balances the benefits of well-thought-out analysis and design phases with the advantages of using prototypes to refine key issues before a system is built.
- \_\_\_ 50. Agile Development stresses analysis, modeling and documentation over programming.
- \_\_\_ 51. Extreme Programming (XP) stresses customer satisfaction and teamwork.
- \_\_\_ 52. If you had a project with very clear requirements; familiar technologies; not super complex; reliable; a very long time schedule and where the need for schedule visibility is low – the best methodology might be Extreme programming
- \_\_\_ 53. Scope creep is when new requirements are added to the project after the original project scope was defined and 'frozen'.



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- \_\_\_ 54. The margin of error in cost and time estimates can be as much as 20% in the planning phase for the system proposal deliverable.
- \_\_\_ 55. The science (or art) of project management is setting a schedule and sticking to it no matter what – even if that includes working weekends and adding staff to reach the deadline on time.
- \_\_\_ 56. Wendy has been informed by the CIO that the project she is managing MUST be done by December 20<sup>th</sup> and must be fully tested and implemented by December 31<sup>st</sup>. She realizes that will mean she will have to prioritize the functionality and build the system to meet the core functions, even if that means something gets delayed until the next release of that system. She is practicing the ‘timeboxing’ approach to scope management.
- \_\_\_ 57. A classic planning mistake mentioned in the textbook is having an ‘overly optimistic schedule’.
- \_\_\_ 58. A classic planning mistake mentioned in the textbook is motivating employees with financial rewards instead of recognition and genuine thanks.
- \_\_\_ 59. Nate is managing a project that is behind by one month with five months to go. He should add four to six staff persons to the project to get it back up to speed.
- \_\_\_ 60. Using industry standards, the general estimated project time for the Implementation phase is 15%.
- \_\_\_ 61. Using industry standards, the general estimated project time for the Implementation phase is 30%.
- \_\_\_ 62. Using industry standards, the general estimated project time for the Planning phase is 15%.
- \_\_\_ 63. Using industry standards, the general estimated project time for the Analysis phase is 20%.
- \_\_\_ 64. Scrum, XP and Dynamic systems development method (DSDM) are all classified as ‘agile development’ concepts.
- \_\_\_ 65. Either systems prototyping or throwaway prototyping are generally a good methodology choice when the project has unclear user requirements.