Chapter 01 - Introduction to Project Management

1. A project is a time-bound effort constrained by performance specifications, resources, and budget to create a unique product or service.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 3 Minutes

2. A project is a lasting endeavor undertaken to maintain a reliable product or service.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 3 Minutes

3. Projects are subject to limitations of time and resources such as money and people.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

4. Project plans and goals become more specific as early work is completed.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 3 Minutes

5. Operations consist of the ongoing work needed to ensure that an organization continues to function effectively.

    a. True

    b. False

ANSWER: True

DIFFICULTY: Easy

LEARNING OBJECTIVES: CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.

KEYWORDS: Bloom's: Knowledge

NOTES: Completion Time: 3 Minutes

6. A project manager needs to be concerned with achieving desired scope and quality (often called performance), subject to constraints of time and cost.

    a. True

    b. False

ANSWER: True

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

7. Many different project life cycle models are used for different types of projects, such as information systems, improvement, research and development, and construction.

    a. True

    b. False

ANSWER: True

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.02 - Describe major activities and deliverables at each project life cycle stage.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

8. Generally,the pace of work and amount of money spent remains consistent from one life cycle stage to another.

    a. True

    b. False

ANSWER: False

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.02 - Describe major activities and deliverables at each project life cycle stage.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

9. Project customers can be either internal or external to the organization.

    a. True

    b. False

ANSWER: True

DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.
KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 3 Minutes

10. Most companies with well-developed project management systems insist that a project must pass an approval of some kind to move from one life cycle stage to the next.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.02 - Describe major activities and deliverables at each project life cycle stage.
KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 5 Minutes

11. All projects go through a common project life cycle that includes four stages: concept, development, production and close-out.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Challenging
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS:	Bloom's: Analysis
NOTES:	Completion Time: 10 Minutes

12. The name and number of phases in a project life cycle are determined by the organization(s) involved in the project.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS:	Bloom's: Application
NOTES:	Completion Time: 5 Minutes

13. Integration Management, one of the 10 PMBOK Guide Knowledge Areas, represents the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).

KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 3 Minutes

14. Scope Management, one of the 10 PMBOK Guide Knowledge Areas, includes the processes to manage timely completion of the project.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

15. Communications Management, one of the ten PMBOK Guide Knowledge Areas, entails the processes to identify the people, groups, or organizations, that could impact or be impacted by the project, analyze their expectations and impact, and develop strategies for engaging them in project decisions and execution.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Challenging
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS:	Blooms: Analysis
NOTES:	Completion Time: 10 Minutes

16. Resource Management, one of the ten PMBOK Guide Knowledge Areas, is comprised of the processes to identify, acquire, and manage resources needed to successfully complete the project.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS:	Bloom's: Knowledge

17. Cost Management, one of the ten PMBOK Guide Knowledge Areas, includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that the project can be completed within the approved budget.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS:	Bloom's: Knowledge

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NOTES:	Completion Time: 3 Minutes

18. The only critical measures of project success are completing the project on schedule and on budget.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Challenging
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS:	Bloom's: Analysis
NOTES:	Completion Time: 10 Minutes

19. Some projects are considered successful if they reap business benefits like increased profitability, even if completed late or over budget.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

20. In reality, many projects are fully successful in some ways, but less successful in others.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

21. In agile projects, the customer representative role is passive, and their involvement is typically limited to the early stages of the project.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

22. The Project Management Office (PMO) is comprised of the top leader in the organization (CEO or other officer) and his or her direct reports.

a. True

b. False

ANSWER: False

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

23. The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

a. True

b. False

ANSWER: True

DIFFICULTY: Easy

LEARNING OBJECTIVES: CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.

KEYWORDS: Bloom's: Knowledge

NOTES: Completion Time: 3 Minutes

24. Which of the following examples is <u>NOT</u> a typical or appropriate situation to employ project management?

a. improving an existing work process

b. installing a new computer system

c. conducting a routine, standard customer service operation

d. developing a new product

ANSWER: c

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

25. Which of the following examples is <u>NOT</u> a typical or appropriate situation to employ project management?

a. improving a soldering process in an assembly line

b. processing deposits and withdrawals in a bank

c. installing a new accounting application on a server

d. developing a new medical device for use by clinics

ANSWER: b

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.

KEYWORDS: Bloom's: Comprehension

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NOTES: Completion Time: 5 Minutes

26. All of the following factors have influenced the increased reliance upon project management in recent years EXCEPT:

    a. rapid growth and changes in the information technology and telecommunications industries

    b. realization that methods for large projects can be modified and used for small projects

    c. increased competition in the global economy and its influence on market demand

    d. the steady demands of ongoing operational work

ANSWER: d
DIFFICULTY: Easy
LEARNING OBJECTIVES: CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS: Bloom's: Comprehension
NOTES: Completion Time: 3 Minutes

27. Projects often require tradeoffs among all of the following EXCEPT:

    a. scope

    b. cost

    c. schedule

    d. programs

ANSWER: d
DIFFICULTY: Moderate
LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS: Bloom's: Comprehension
NOTES: Completion Time: 5 Minutes

28. Once projects are completed, they will typically yield all of the following results EXCEPT:

    a. a unique product or service

    b. make or buy decisions

    c. stakeholders whose interests are affected by the outcome

    d. a primary deliverable along with supporting deliverables

ANSWER: b
DIFFICULTY: Moderate
LEARNING OBJECTIVES: CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS: Bloom's: Comprehension
NOTES: Completion Time: 5 Minutes

29. In an adaptive or change - driven project life cycle:

    a. the product is well understood.

    b. all planning precedes all executing.

    c. early results lead into planning later work.

d. the waterfall approach is commonly used.

ANSWER:	c
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

30. Which of the following statements correctly describes project management?

a. Project management uses knowledge, skills, tools and techniques to meet stakeholder needs and expectations

b. Project management should not involve tradeoffs between scope, schedule and cost.

c. Project management only relies upon checklists to plan and execute the work.

d. Project management's goal is to maintain efficiency of ongoing operations.

ANSWER:	a
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 3 Minutes

31. Which of the following statements regarding project life cycles is most accurate?

a. All research and development projects use the same four-stage project life cycle model.

b. The project life cycle is the same for the diverse types of projects managed by an organization.

c. Many different project life cycle models are used for different types of projects.

d. Project life cycles are very similar regardless of the industry.

ANSWER:	c
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.02 - Describe major activities and deliverables at each project life cycle stage.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

32. In the PMBOK, the logical groupings of the five project management processes to achieve specific project objectives are called the:

a. project management knowledge areas

b. project management process groups

c. life cycle stages

d. phases and gates

ANSWER:	b
DIFFICULTY:	Challenging
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS:	Bloom's: Knowledge

NOTES: Completion Time:10 Minutes

33. When applied to project management, the resource management knowledge area typically involves which of the following processes?

   a. ensuring the project includes all the work required, and only the work required, to complete the project successfully

   b. planning, estimating, budgeting, financing, funding, managing and controlling costs

   c. conducting risk management planning, identification, analysis, response planning & implementation, and monitoring

   d. identifying, acquiring, and managing resources needed to successfully complete the project

ANSWER: d
DIFFICULTY: Easy
LEARNING OBJECTIVES: CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS: Bloom's: Knowledge
NOTES: Completion Time: 3 Minutes

34. Which of the ten knowledge areas defined in the Project Management Body of Knowledge includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully?

   a. Scope management

   b. Quality management

   c. Communications management

   d. Stakeholder management

ANSWER: a
DIFFICULTY: Easy
LEARNING OBJECTIVES: CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS: Bloom's: Knowledge
NOTES: Completion Time: 3 Minutes

35. Which of the ten knowledge areas defined in the Project Management Body of Knowledge includes the activities of purchasing or acquiring products, services or results from outside the project team?

   a. Scope management

   b. Quality management

   c. Communications management

   d. Procurement management

ANSWER: d
DIFFICULTY: Moderate
LEARNING OBJECTIVES: CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS: Bloom's: Knowledge
NOTES: Completion Time: 5 Minutes

36. Achieving project success is determined by all of the following EXCEPT:

a. creating deliverables that include all required features

b. involving only important key stakeholders

c. completing the project on schedule and on budget

d. providing outputs that please the project's customers

ANSWER: b

DIFFICULTY: Challenging

LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 10 Minutes

37. Projects are considered successful for all of the reasons below EXCEPT:

a. members of the team learn new skills and/or refine existing skills

b. organizational learning takes place and is captured for future projects

c. the team has used heroics to meet project objectives

d. the performing organization reaps business-level benefits.

ANSWER: c

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

38. Which of the following actions will likely cause a project to fail?

a. dedicating valuable team member time to identify risk events

b. spending project funds to procure needed tools and spare parts

c. unclear or unrealistic stakeholder expectations

d. conducting a project audit to evaluate performance

ANSWER: c

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes

39. Project failure can result from all of the following causes EXCEPT:

a. adequate support from executive management

b. inadequate planning

c. unrealistic time demands

d. incomplete or unclear requirements

ANSWER: a

DIFFICULTY: Easy

LEARNING OBJECTIVES:	CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 3 Minutes

40. A project manager in agile projects who serves and leads in a collaborative, facilitating manner is called a:

    a. program manager

    b. scrum master

    c. sponsor

    d. functional manager

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.07 - Describe the importance of collaborative effort during the project life cycle.
KEYWORDS:	Bloom's: Knowledge
NOTES:	Completion Time: 5 Minutes

41. Typically, a steering team or leadership team is responsible for all of the following project related roles EXCEPT:

    a. selecting, prioritizing and resourcing projects

    b. standardizing project-related governance processes to facilitate sharing of methodologies, tools & techniques

    c. ensuring accurate progress is reported and adjustments made

    d. evaluating projects and portfolios midstream to ensure they produce expected results

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.
KEYWORDS:	Bloom's:Comprehension
NOTES:	Completion Time: 5 Minutes

42. Which of the following roles is typically associated with the project manager?

    a. assigned by the performing organization to lead the team that is responsible for achieving the project objectives

    b. an ongoing manager of the organization with with responsibility for a department or division

    c. supports projects by mentoring, training and assisting teams and facilitating sharing of resources and methodologies

    d. a senior manager serving in a formal role, given authority and responsibility for successful completion of a project

ANSWER:	a
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

43. Typically, the senior customer representative is responsible for which of the following project roles?

    a. develops the project schedule and budget

    b. determines how the project work will be accomplished

    c. ensures requirements are clear and communications are maintained throughout the project

    d. helps the project manager with running meetings and providing status reports

ANSWER:	c
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

44. From an agile project management perspective, which of these constraints are considered to be fixed?

    a. Quality and value   b. Resources and schedule

    c. Scope and time   d. Customer satisfaction

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

45. Contrast project management with operations management. How do these differences impact the approach required to manage a project successfully?

ANSWER:	**Key concepts to be covered in the response include:**
	Operations - Ongoing; continuous; repetitive process- Management approach can include using checklists to guide operational work.
	Project - Temporary; unique - management of a project entails gathering requirements and creating a project plan. Using a checklist is not sufficient due to the unique nature of the project.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	CPTM.KLOP.19.01.01 - Define a project and project management in your own words, using characteristics that are common to most projects, and describe reasons why more organizations are using project management.
KEYWORDS:	Bloom's: Comprehension
NOTES:	Completion Time: 5 Minutes

46. Project managers frequently face competing constraints. Identify these common constraints and describe approaches that project managers can use to make the trade-offs required to succeed.

ANSWER:	**Key concepts to be covered in the response include:**
	Project constraints are: scope, schedule, cost, quality, resources, and risks.
	Scope is a combination of product scope and project scope. Taken together, scope and quality are often called performance and should result in outputs that customers can be satisfied with.

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        From a client perspective, projects typically have time and cost constraints, so a project manager needs to be concerned with achieving desired scope and quality subject to the constraints of time and cost.

        As a project is conducted, many opportunities and challenges may occur. The project manager will need to understand which of these four constraints must take precedence, and which may be sacrificed. Understanding the customer's desires will help the project manager to make a good decision.

DIFFICULTY: Challenging
LEARNING OBJECTIVES: CPTM.KLOP.19.01.04 - Delineate measures of project success and failure, and reasons for both.
KEYWORDS: Bloom's: Analysis
NOTES: Completion Time: 10 Minutes

47. The Project Management Body of Knowledge (PMBOK® Guide) published by the Project Management Institute identifies five process groups. Briefly identify and describe each of these five process groups.

ANSWER: **Key concepts to be covered in the response include:**

        A project management process group is a "logical grouping of the project management processes to achieve specific project objecitves" The five process groups defined in the PMBOK Guide are:

        Initiating: Define a project or new phase by obtaining authorization

        Planning: Establish the project scope, refine objectives, and define plans and actions to attain objectives.

        Executing: Complete the work defined to satisfy project specifications.

        Monitoring and controlling: Track, review and regulate progress and performance, identify changes required, and initiate changes.

        Closing: Formally complete or close project or phase.

DIFFICULTY: Moderate
LEARNING OBJECTIVES: CPTM.KLOP.19.01.03 - List and define the ten knowledge areas and five process groups of the project management body of knowledge (PMBOK).
KEYWORDS: Bloom's: Comprehension
NOTES: Completion Time: 5 Minutes

48. Compare and contrast predictive, or plan-driven project life cycles with agile, or change-driven life cycles. When might each type of life cycle be appropriate?

ANSWER: **Key concepts to be covered in the response include:**

        In a predictive or plan-driven life cycle, the product is well understood and all planning precedes all executing.

        In an adaptive or change-driven project life cycle, early results lead into planning later work. Agile methods are increasingly being used when scope clarity emerges slowly.

DIFFICULTY: Moderate
LEARNING OBJECTIVES: CPTM.KLOP.19.01.05 - Contrast predictive or plan-driven and adaptive or change-driven project life cycle approaches.
KEYWORDS: Bloom's: Comprehension

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NOTES: Completion Time: 5 Minutes

49. Top management leadership is often cited as a factor that is critical to project success. Describe the key project-related activities of the steering or leadership team, the PMO, and the sponsor.

ANSWER: **Key concepts to be covered in the response include:**

Steering or Leadership Team - Often comprised of the CEO and direct reports. Responsible for selecting, prioritizing, and resourcing projects in accordance with the organization's strategic planning. As the project progresses, they also ensure that accurate progress is reported and adjustments made as necessary. They also evaluate projects and portfolios midstream to ensure they stay on track and produce expected results.

Chief Projects Officer - The project management office (PMO), is "a ,management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques." The PMO work can range from supporting project managers to controlling them by requiring compliance to directives in actually managing projects.

Sponsor - A sponsor is "a senior manager serving in a formal role given authority and responsibility for successful completion of a project deemed strategic to an organization's success."

DIFFICULTY: Moderate

LEARNING OBJECTIVES: CPTM.KLOP.19.01.06 - Identify project roles and distinguish key responsibilities for project team members.

KEYWORDS: Bloom's: Comprehension

NOTES: Completion Time: 5 Minutes