

Chapter 10 Study Guide

Indicate whether the statement is true or false.

1. The project plan as a whole must describe how to acquire and implement the needed security controls and create a setting in which those controls achieve the desired outcomes.
 - a. True
 - b. False

2. Planners need to estimate the effort required to complete each task, subtask, or action step.
 - a. True
 - b. False

3. All organizations should designate a champion from the general management community of interest to supervise the implementation of an information security project plan.
 - a. True
 - b. False

4. The need for qualified, trained, and available personnel constrains the project plan.
 - a. True
 - b. False

5. The first step in the work breakdown structure (WBS) approach encompasses activities, but not deliverables.
 - a. True
 - b. False

6. The networks layer of the bull's-eye is the outermost ring of the bull's eye.
 - a. True
 - b. False

7. The size of the organization and the normal conduct of business may preclude a large training program on new security procedures or technologies.
 - a. True
 - b. False

8. Unfreezing in the Lewin change model involves thawing hard-and-fast habits and established procedures.
 - a. True
 - b. False

9. Every organization needs to develop an information security department or program of its own.
 - a. True
 - b. False

10. The work breakdown structure (WBS) can only be prepared with a complex specialized desktop PC application.
 - a. True
 - b. False

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11. The bull's-eye model can be used to evaluate the sequence of steps taken to integrate parts of the information security blueprint into a project plan.
 - a. True
 - b. False

12. The primary drawback to the direct changeover approach is that if the new system fails or needs modification, users may be without services while the system's bugs are worked out.
 - a. True
 - b. False

13. Each organization has to determine its own project management methodology for IT and information security projects.
 - a. True
 - b. False

14. Planning for the implementation phase of a security project requires the creation of a detailed project plan.
 - a. True
 - b. False

15. When an estimate is flawed, as when the number of effort-hours required is underestimated, the plan should be corrected and downstream tasks updated to reflect the change.
 - a. True
 - b. False

16. Each for-profit organization determines its capital budget and the rules for managing capital spending and expenses the same way.
 - a. True
 - b. False

17. Weak management support, with overly delegated responsibility and no champion, sentences a project to almost-certain failure.
 - a. True
 - b. False

18. The effective use of a DMZ is one of the primary methods of securing an organization's networks.
 - a. True
 - b. False

19. In general, the design phase is accomplished by changing the configuration and operation of the organization's information systems to make them more secure.
 - a. True
 - b. False

20. The budgets of public organizations are usually the product of legislation or public meetings.
 - a. True
 - b. False

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Indicate the answer choice that best completes the statement or answers the question.

21. Tasks or action steps that come after the task at hand are called _____.
- a. predecessors
 - b. successors
 - c. children
 - d. parents
22. The _____ methodology has been used by many organizations and requires that issues be addressed from the general to the specific, and that the focus be on systematic solutions instead of individual problems.
- a. parallel
 - b. direct changeover
 - c. bull's-eye
 - d. wrap-up
23. Project managers can reduce resistance to change by involving employees in the project plan. In the systems development parts of a project, this is referred to as _____.
- a. DMZ
 - b. SDLC
 - c. WBS
 - d. JAD
24. The Lewin change model includes _____.
- a. unfreezing
 - b. moving
 - c. refreezing
 - d. All of the above
25. A(n) _____, used to justify the project is typically prepared in the analysis phase of the SecSDLC, must be reviewed and verified prior to the development of the project plan.
- a. RFP
 - b. WBS
 - c. SDLC
 - d. CBA
26. In the _____ process, measured results are compared against expected results.
- a. negative feedback loop
 - b. wrap-up
 - c. direct changeover
 - d. turnover
27. The _____ layer of the bull's-eye model includes computers used as servers, desktop computers, and systems used for process control and manufacturing systems.
- a. Policies
 - b. Networks
 - c. Systems
 - d. Applications
28. If the task is to write firewall specifications for the preparation of a(n) _____, the planner would note that the deliverable is a specification document suitable for distribution to vendors.
- a. WBS
 - b. CBA
 - c. SDLC
 - d. RFP
29. The _____ level of the bull's-eye model establishes the ground rules for the use of all systems and describes what is appropriate and what is inappropriate; it enables all other information security components to function correctly.
- a. Policies
 - b. Networks
 - c. Systems
 - d. Applications
30. The _____ layer of the bull's-eye model receives attention last.
- a. Policies
 - b. Networks
 - c. Systems
 - d. Applications

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31. By managing the _____, the organization can reduce unintended consequences by having a process to resolve potential conflict and disruption that uncoordinated change can introduce.
- a. conversion process
 - b. wrap-up
 - c. process of change
 - d. governance
32. The goal of the _____ is to resolve any pending project-related issues, critique the overall effort of the project, and draw conclusions about how to improve the project management process for the future.
- a. direct changeover
 - b. wrap-up
 - c. phased implementation
 - d. pilot implementation
33. In a _____ implementation, the entire security system is put in place in a single office, department, or division before expanding to the rest of the organization.
- a. loop
 - b. direct
 - c. parallel
 - d. pilot
34. The date for sending the final RFP to vendors is considered a(n) _____, because it signals that all RFP preparation work is complete.
- a. intermediate step
 - b. resource
 - c. milestone
 - d. deliverable
35. Many public organizations must spend all budgeted funds within the fiscal year - otherwise, the subsequent year's budget is _____.
- a. increased by the unspent amount
 - b. not affected unless the deficit is repeated
 - c. automatically audited for questionable expenditures
 - d. reduced by the unspent amount
36. Some cases of _____ are simple, such as requiring employees to begin using a new password on an announced date.
- a. phased implementation
 - b. direct changeover
 - c. pilot implementation
 - d. wrap-up
37. A _____ is usually the best approach to security project implementation.
- a. direct changeover
 - b. phased implementation
 - c. pilot implementation
 - d. parallel operation
38. The SecSDLC involves which of the following activities?
- a. collecting information about an organization's objectives
 - b. collecting information about an organization's information security environment
 - c. collecting information about an organization's technical architecture
 - d. all of the above
39. Technology _____ guides how frequently technical systems are updated, and how technical updates are approved and funded.
- a. wrap-up
 - b. governance
 - c. turnover
 - d. changeover

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40. _____ is a simple project management planning tool.
- a. RFP
 - b. WBS
 - c. ISO 17799
 - d. SDLC