Chapter 1

Project Management Concepts

TRUE/FALSE

1. A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

    ANS: T

	Feedback
Correct	True, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.
Incorrect	True, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

    PTS: 1   DIF: E   OBJ: 1. Define what a project is.
    KEY: Knowledge

2. A research firm secured $2 million to evaluate the treatment of water in selected countries over the next three years. This is an example of a project.

    ANS: T

	Feedback
Correct	True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.
Incorrect	True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.

    PTS: 1   DIF: M   OBJ: 1. Define what a project is.
    MSC: Comprehension

3. The Department of Transportation hired a company to build a six-lane highway between two cities. This is an example of a project.

    ANS: T

	Feedback
Correct	True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.
Incorrect	True, this is a project with a specific through a unique set of interrelated tasks and the effective utilization of resources.

    PTS: 1   DIF: M   OBJ: 1. Define what a project is
    KEY: Comprehension

4. A group volunteered to keep a section of highway clean. This is an example of a project.

ANS: F

	Feedback
Correct	False, this in not a project. It is not a unique set of interrelated tasks and the effective utilization of resources. A specific day with volunteers would be a project.
Incorrect	False, this in not a project. It is not a unique set of interrelated tasks and the effective utilization of resources. A specific day with volunteers would be a project.

PTS: 1   DIF: M   OBJ: 1. Define what a project is
KEY: Comprehension

5. A project is an endeavor to accomplish a specific objective through a unique set of nonrelated tasks and the effective utilization of resources.

ANS: F

	Feedback
Correct	False, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.
Incorrect	False, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

PTS: 1   DIF: E   OBJ: 1. Define what a project is
MSC: Knowledge

6. The outcome of a project is a tangible end product.

ANS: T

	Feedback
Correct	The outcome of a project is a tangible end product.
Incorrect	The outcome of a project is a tangible end product.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

7. Every project has a starting date and an ending date.

ANS: T

	Feedback
Correct	Every project has a starting date and an ending date.
Incorrect	Every project has a starting date and an ending date.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

8. A project has a clear objective.

    ANS: T

	Feedback
Correct	A project has a clear objective.
Incorrect	A project has a clear objective.

    PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
    KEY: Knowledge

9. The project objective requires completing the project work scope on time and within budget.

    ANS: T

	Feedback
Correct	The project objective requires completing the project work scope on time and within budget.
Incorrect	The project objective requires completing the project work scope on time and within budget.

    PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
    KEY: Knowledge

10. Expected benefits and outcomes may be included in the project objective.

    ANS: T

	Feedback
Correct	Expected benefits and outcomes may be included in the project objective.
Incorrect	Expected benefits and outcomes may be included in the project objective.

    PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
    KEY: Knowledge

11. A project is carried out through a series of independent tasks.

    ANS: F

	Feedback
Correct	A project is carried out through a series of interdependent tasks.
Incorrect	A project is carried out through a series of interdependent tasks.

    PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
    KEY: Knowledge

12. A project utilizes various resources to carry out the tasks.

    ANS: T

	Feedback
Correct	A project utilizes various resources to carry out the tasks.
Incorrect	A project utilizes various resources to carry out the tasks.

    PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
    KEY: Knowledge

13. Resources can include people, organizations, equipment, materials, and facilities.

ANS: T

	Feedback
Correct	Resources can include people, organizations, equipment, materials, and facilities.
Incorrect	Resources can include people, organizations, equipment, materials, and facilities.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

14. A project has an unlimited time frame.

ANS: F

	Feedback
Correct	A project has a specific time frame.
Incorrect	A project has a specific time frame.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

15. A project has a sponsor or customer.

ANS: T

	Feedback
Correct	A project has a sponsor or customer.
Incorrect	A project has a sponsor or customer.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

16. The sponsor provides funds to accomplish the project.

ANS: T

	Feedback
Correct	The sponsor provides funds to accomplish the project. Projects that are completed internal require funds to support the effort even if no money changes budgets.
Incorrect	The sponsor provides funds to accomplish the project. Projects that are completed internal require funds to support the effort even if no money changes budgets.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

17. The sponsor provides funds to accomplish the project.

ANS: F

	Feedback
Correct	A project involves a degree of uncertainty that is reduced as the project progresses as estimates and assumptions are more accurate.
Incorrect	A project involves a degree of uncertainty that is reduced as the project progresses as estimates and assumptions are more accurate.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

18. People are the only resource used in a project.

ANS: F

	Feedback
Correct	Resources can include people, organizations, equipment, materials, and facilities.
Incorrect	Resources can include people, organizations, equipment, materials, and facilities.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Comprehension

19. A project's stakeholders will always include only representatives from the sponsor's organization.

ANS: F

	Feedback
Correct	A project's stakeholders may include representatives from other organizations in addition to the sponsor organization.
Incorrect	A project's stakeholders may include representatives from other organizations in addition to the sponsor organization.

PTS: 1   DIF: M   OBJ: 2. List and discuss the attributes of a project
KEY: Comprehension

20. A project is completed through a number of repetitive tasks.

ANS: F

	Feedback
Correct	Interdependent tasks are non-repetitive tasks. A project is carried out through a series of interdependent tasks.
Incorrect	Interdependent tasks are non-repetitive tasks. A project is carried out through a series of interdependent tasks.

PTS: 1   DIF: E   OBJ: 2. List and discuss the attributes of a project
KEY: Knowledge

21. Introduction of a new process to ship packages for a firm is an example of a project objective.

ANS: F

	Feedback
Correct	False, the statement is missing the schedule and the budget.
Incorrect	False, the statement is missing the schedule and the budget.

PTS: 1   DIF: M   OBJ: 3. Explain what is meant by project objective
KEY: Comprehension

22. Determining the market for a product for a gain of 5% market share within 18 months and $20,000 budget.

ANS: T

	Feedback
Correct	True, the statement includes a deliverable, schedule, and budget.
Incorrect	True, the statement includes a deliverable, schedule, and budget.

PTS: 1   DIF: M   OBJ: 3. Explain what is meant by project objective
KEY: Comprehension

23. A project objective is the tangible end product that the project team must produce or deliver.

ANS: T

	Feedback
Correct	A project objective is the tangible end product that the project team must produce or deliver.
Incorrect	A project objective is the tangible end product that the project team must produce or deliver.

PTS: 1   DIF: E   OBJ: 4. Define what is meant by project objective
KEY: Knowledge

24. The project objective is usually defined in terms of end product, schedule, and budget.

ANS: T

	Feedback
Correct	A project objective is the tangible end product that the project team must produce or deliver. The project objective is usually defined in terms of end product, schedule, and budget.
Incorrect	A project objective is the tangible end product that the project team must produce or deliver. The project objective is usually defined in terms of end product, schedule, and budget.

PTS: 1   DIF: E   OBJ: 4. Define what is meant by project objective
KEY: Knowledge

25. The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.

ANS: T

	Feedback
Correct	The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.
Incorrect	The project objective requires completing the project work scope and producing all the deliverables by a certain time and within budget.

PTS: 1   DIF: E   OBJ: 4. Define what is meant by project objective
KEY: Knowledge

26. Projects are constrained only by the scope, schedule, and budget.

ANS: F

	Feedback
Correct	Projects are constrained by many factors.
Incorrect	Projects are constrained by many factors.

PTS: 1   DIF: E   OBJ: 6. Discuss project constraints
KEY: Knowledge

27. The project scope is all the work that must be done in order to produce all the project deliverables, satisfy the customer, and accomplish the project objective.

ANS: T

	Feedback
Correct	The project scope is all the work that must be done for the project.
Incorrect	The project scope is all the work that must be done for the project.

PTS: 1   DIF: E   OBJ: 6. Discuss project constraints
KEY: Knowledge

28. All the work involved with clearing a sidewalk after a heavy snow storm is an example of a project's scope.

ANS: T

	Feedback
Correct	The project scope is all the work that must be done for the project.
Incorrect	The project scope is all the work that must be done for the project.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Comprehension

29. Quality expectations are only defined at the start of the project.

ANS: F

	Feedback
Correct	Quality expectations must be defined from the onset of the project. Specifications may change to meet new code requirements and be modified as the project moves forward.
Incorrect	Quality expectations must be defined from the onset of the project. Specifications may change to meet new code requirements and be modified as the project moves forward.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Knowledge

30. The schedule for a project is a timetable with only start times for tasks.

ANS: F

	Feedback
Correct	A schedule for a project is a timetable that specifies when each task or activity should start and finish.
Incorrect	A schedule for a project is a timetable that specifies when each task or activity should start and finish.

PTS: 1   DIF: E   OBJ: 6. Discuss project constraints
KEY: Knowledge

31. The amount the sponsor has agreed to pay for acceptable project deliverables is the project budget.

ANS: T

	Feedback
Correct	The project budget is the amount the project sponsor has agreed to pay for a project. If the project budget is overrun, the overrun is an expense that the contractor will have to absorb.
Incorrect	The project budget is the amount the project sponsor has agreed to pay for a project. If the project budget is overrun, the overrun is an expense that the contractor will have to absorb.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Comprehension

32. The collapse of a retaining wall could be a risk to the project objective for a garden construction project.

ANS: T

	Feedback
Correct	A risk could adversely affect accomplishing the project objective.
Incorrect	A risk could adversely affect accomplishing the project objective.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Comprehension

33. The level of effort is the same for all four phases of the generic project life cycle.

ANS: F

	Feedback
Correct	The relative level of effort and time devoted varies depending upon the project.
Incorrect	The relative level of effort and time devoted varies depending upon the project.

PTS: 1 DIF: E OBJ: 7. Describe the phases of the project life cycle
KEY: Knowledge

34. A project is initiated when a need is identified by a contractor.

ANS: F

	Feedback
Correct	Projects are initiated when a need is identified by a sponsor—the people or the organization willing to provide funds to have the need satisfied.
Incorrect	Projects are initiated when a need is identified by a sponsor—the people or the organization willing to provide funds to have the need satisfied.

PTS: 1 DIF: E OBJ: 7. Describe the phases of the project life cycle
KEY: Comprehension

35. A request for proposals is used to initiate all projects by communicating that a project is needed.

ANS: F

	Feedback
Correct	Some projects are completed internally or by request of the sponsor and do not have a request for proposal.
Incorrect	Some projects are completed internally or by request of the sponsor and do not have a request for proposal.

PTS: 1 DIF: E OBJ: 7. Describe the phases of the project life cycle
KEY: Comprehension

36. When establishing the project objectives, the objective must be agreed upon by the project sponsor.

ANS: T

	Feedback
Correct	When establishing the project objectives, the objective must be agreed upon by the project sponsor.
Incorrect	When establishing the project objectives, the objective must be agreed upon by the project sponsor.

PTS: 1 DIF: E OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

37   The project scope document should include a list of deliverables and associated acceptance criteria.

ANS: T

	Feedback
Correct	The project scope document should include a list of deliverables and associated acceptance criteria.
Incorrect	The project scope document should include a list of deliverables and associated acceptance criteria.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

38.   A network diagram is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.

ANS: F

	Feedback
Correct	A work breakdown structure is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.
Incorrect	A work breakdown structure is a hierarchical decomposition of the project scope into work elements to be executed to produce the project deliverables.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

39.   A person or organization responsible for each work item should be identified to assign responsibility while planning the project.

ANS: T

	Feedback
Correct	A person or organization responsible for each work item should be identified.
Incorrect	A person or organization responsible for each work item should be identified.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

40.   A work breakdown structure shows the necessary sequence and dependent relationships of the detailed activities for a project.

ANS: F

	Feedback
Correct	A network diagram shows the necessary sequence and dependent relationships of the detailed activities for a project.
Incorrect	A network diagram shows the necessary sequence and dependent relationships of the detailed activities for a project.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

41. The amount of estimated durations helps to determine the estimate of resources.

ANS: T

	Feedback
Correct	The amount of estimated durations helps to determine the estimate of resources.
Incorrect	The amount of estimated durations helps to determine the estimate of resources.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

42. The estimated duration of the project is dependent upon the sequence of activities.

ANS: T

	Feedback
Correct	The estimated duration of the project is dependent upon the sequence of activities.
Incorrect	The estimated duration of the project is dependent upon the sequence of activities.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

43. The types and quantities of resources to be used for the activities are the base for the estimated project cost.

ANS: T

	Feedback
Correct	The types and quantities of resources to be used for the activities are the base for the estimated project cost.
Incorrect	The types and quantities of resources to be used for the activities are the base for the estimated project cost.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

44. The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.

ANS: T

	Feedback
Correct	The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.
Incorrect	The project budget includes costs for each activity plus other project costs such as administrative costs and overhead costs.

PTS: 1   DIF: E   OBJ: 9. Discuss the steps of the project planning process
KEY: Knowledge

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45. Globalization changes the dynamics of a project and adds a layer of complexity that can reduce the risks of accomplishing the project outcome.

ANS: F

	Feedback
Correct	Globalization changes the dynamics of a project and adds a layer of complexity that can adversely affect the project outcome.
Incorrect	Globalization changes the dynamics of a project and adds a layer of complexity that can adversely affect the project outcome.

PTS: 1   DIF: E
OBJ: 11. Discuss some implications of global project management
KEY: Comprehension

46. The Project Management Institute is a worldwide not-for-profit organization of practitioners that certifies project management professionals.

ANS: T

	Feedback
Correct	Approximately 400,000 individuals worldwide hold PMI credentials.
Incorrect	Approximately 400,000 individuals worldwide hold PMI credentials.

PTS: 1   DIF: E   OBJ: 12. Discuss the Project Management Institute
KEY: Knowledge

47. A satisfied customer is a benefit of implementing project management techniques.

ANS: T

	Feedback
Correct	The ultimate benefit of implementing project management techniques is having a satisfied customer.
Incorrect	The ultimate benefit of implementing project management techniques is having a satisfied customer.

PTS: 1   DIF: E   OBJ: 13. List benefits of project management techniques
KEY: Knowledge

MULTIPLE CHOICE

1. Which of the following is not an example of a project?
   a. Starting-up a restaurant
   b. Creating a website for a company
   c. Raising money for a disaster relief trip
   d. Emptying the recycling everyday

   ANS: D

	Feedback
A	A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.
B	A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.
C	A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. The one choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.
D	A project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources. This choice is a repetitive effort each day. If it had a timeframe to end, it would be a project.

   PTS: 1   DIF: M   OBJ: 5. Provide examples of projects
   KEY: Evaluation

2. The following mechanisms help to assure quality expectations are met:
   a. Audits, inspections, and standards throughout the project.
   b. Inspections only at the end of the project.
   c. Only a list of standards is needed at the start of the project
   d. No mechanisms are needed to assure quality.

   ANS: A

	Feedback
A	Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.
B	Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.
C	Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.
D	Standards, inspections, audits, and so forth must be in place to assure quality throughout the project, not just at the end of the project.

   PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
   KEY: Knowledge

3. The _____ usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
   a. Project schedule
   b. Project objective
   c. Task timetable
   d. Project scope

   ANS: B

	Feedback
A	The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
B	The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
C	The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.
D	The project objective usually states the time by which a project scope must be completed in terms of the specific date agreed upon by the sponsor.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Knowledge

4. The project budget is based on
   a. how well the project manager can use accounting software.
   b. the estimated costs associated with the quantities of resources to be used.
   c. the actual costs of the resources used for the project.
   d. the costs to do the resources before any indirect costs.

   ANS: B

	Feedback
A	The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.
B	The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.
C	The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.
D	The project budget is based on estimated costs associated with the quantities of various resources that will be used to perform the project.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Comprehension

5. Costs for resources on a project could include all the following except
   a. fees for subcontractors to perform project tasks
   b. salaries of people who will work on the project
   c. rental of facilities
   d. costs for equipment that extends beyond the project time

   ANS: D

	Feedback
A	Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.
B	Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.
C	Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.
D	Resources include people, materials, equipment, facilities, and so on required at specific periods during the project.

PTS: 1   DIF: M   OBJ: 6. Discuss project constraints
KEY: Evaluation

6. A _____ plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks
   a. risk development
   b. risk management
   c. risk mitigation
   d. risk avoidance

   ANS: B

	Feedback
A	A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
B	A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
C	A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.
D	A risk management plan must be developed that identifies and assesses potential risks, determines the likelihood of occurrence and potential impacts of risks, and delineates responses for dealing with risks.

   PTS: 1   DIF: E   OBJ: 6. Discuss project constraints
   KEY: Knowledge

7. Projects are identified and selected in the
   a. initiating phase.
   b. planning phase.
   c. performing phase.
   d. closing phase.

   ANS: A

	Feedback
A	In the initiating phase, projects are identified and selected.
B	In the initiating phase, projects are identified and selected.
C	In the initiating phase, projects are identified and selected.
D	In the initiating phase, projects are identified and selected.

   PTS: 1   DIF: E   OBJ: 7. Describe the phases of the project life cycle
   KEY: Knowledge

8. Resources are identified and selected in the
   a. initiating phase.
   b. planning phase.
   c. performing phase.
   d. closing phase.

   ANS: B

	Feedback
A	The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.
B	The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.
C	The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.
D	The planning phase includes defining the project scope, identifying resources, developing a schedule and budget, and identifying risks.

   PTS: 1   DIF: E   OBJ: 7. Describe the phases of the project life cycle
   KEY: Knowledge

9. The project plan is executed in the
   a. initiating phase.
   b. planning phase.
   c. performing phase.
   d. closing phase.

ANS: C

	Feedback
A	In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.
B	In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.
C	In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.
D	In the performing phase, the project plan is executed, and work tasks are carried out to produce all the project deliverables and to accomplish the project objective.

PTS: 1   DIF: E   OBJ: 7. Describe the phases of the project life cycle
KEY: Knowledge

10. Projects documents are organized and archived in the
    a. initiating phase.
    b. planning phase.
    c. performing phase.
    d. closing phase.

ANS: D

	Feedback
A	In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.
B	In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.
C	In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.
D	In the closing phase, project evaluations are conducted, lessons learned are identified and documented, and project documents are organized and archived.

PTS: 1   DIF: E   OBJ: 7. Describe the phases of the project life cycle
KEY: Knowledge

11. While performing the work, all the activities in the baseline plan must be performed in accordance to
    a. what the person responsible for the activity wants.
    b. lesson learned from prior projects.
    c. how the sponsor has completed all their projects in the past.
    d. the project schedule and technical specifications.

ANS: D

	Feedback
A	All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.
B	All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.
C	All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.
D	All the activities in the baseline plan must be performed in accordance to the project schedule and technical specifications.

PTS: 1   DIF: M
OBJ: 10. Identify the three elements of the executing process   KEY: Comprehension

12. Corrective action must be take for a project when
    a. actual progress to the planned progress shows the progress is ahead of schedule.
    b. the technical specifications have been met.
    c. the actual costs of the activities is less than the funds received for the work completed.
    d. the actual progress is less than the planned progress.

    ANS: D

	Feedback
A	If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.
B	If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.
C	If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.
D	If the actual progress is less than the planned progress, then the project is behind schedule and corrective action needs to be taken.

PTS: 1   DIF: M
OBJ: 10. Identify the three elements of the executing process   KEY: Comprehension

SHORT ANSWER

1. Give an example of a project.

   ANS:
   Open ended responses. Answer should describe the unique set of interrelated tasks and the effective use of resources.

   If correct, Yes, that is a project with a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.
   If not correct, No, that is not a project. A project has a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

   PTS: 5   DIF: M   OBJ: 1. Define what a project is
   KEY: Comprehension

2. Describe a project that could be completed to help repair a city that has been damaged by an earthquake.

   ANS:
   Open ended responses. Answer should describe the unique set of interrelated tasks and the effective use of resources.

   If correct, Yes, that is a project with a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.
   If not correct, No, that is not a project. A project has a specific objective accomplished through a unique set of interrelated tasks and the effective utilization of resources.

   PTS: 5   DIF: H   OBJ: 1. Define what a project is
   MSC: Synthesis

3. Give an example of a project objective.

   ANS:
   Answers will vary. Response includes a deliverable, schedule, and budget.

   PTS: 5   DIF: M   OBJ: 3. Explain what is meant by project objective
   KEY: Comprehension

4. List examples of three projects.

   ANS:
   Student answers will vary. Responses should include a specific objective that is accomplished through a unique set of interrelated tasks and the effective utilization of resources.

   Recall, a project is an endeavor to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

   PTS: 3   DIF: M   OBJ: 5. Provide examples of projects
   KEY: Synthesis

5. The schedule for a project specifies when each task should _____.

   ANS:
   The schedule for a project specifies when each task should start and finish.
   A schedule for a project is a timetable that specifies when each task or activity should start and finish.

   PTS: 2   DIF: M   OBJ: 6. Discuss project constraints
   KEY: Comprehension

6. Describe five things that a project manager can do to make sure a customer is satisfied:

   ANS:
   Responses will vary. These are five suggested responses.
   a. complete the project scope within budget and on time
   b. develop and maintain an excellent working relationship throughout the project
   c. maintain ongoing communication during project with regularly scheduled meetings
   d. manage of changes to the project that are approved by the customer
   e. being continually aware of the degree of the customer's satisfaction during the course of the project.

   Customer satisfaction goes beyond completing the project scope within budget and on schedule or asking if the customer is satisfied at the end of the project.

   PTS: 5   DIF: M   OBJ: 6. Discuss project constraints
   KEY: Application

7. Jake, a project manager for XYS Company, is developing the project plan for the implementation of a new technique to reduce the level of carbon dioxide emitted after a manufacturing process. Sara, a project manager for ABG Company, is developing a project plan to survey customers about how they have implemented a new product. Describe the similarities and differences of at least three project constraints that Jake and Sara may face during their projects.

   ANS:
   Responses will vary. Responses should include a description of at least three project constraints and how they may be similar and different for the two projects.

   The successful accomplishment of the project objective could be constrained by many factors, including scope, quality, schedule, budget, resources, risks, and customer satisfaction.

PTS: 5   DIF: H   OBJ: 6. Discuss project constraints
KEY: Evaluation

8. Describe what it means to "*plan the work and then work the plan*."

    ANS:
    Responses will vary. Responses should include the need to describe how the project scope will be accomplished within budget and on schedule and then that plan will be implemented with a project timeline.

    Before jumping in and starting the project, the project team or contractor must take sufficient time to properly plan the project.

    PTS: 5   DIF: M   OBJ: 7. Describe the phases of the project life cycle
    KEY: Synthesis

9. Describe what each of the following mean in project planning: what, how, who, how long, and how much.

    ANS:
    Responses will vary. Responses should include what needs to be done (scope, deliverables), how it will get done (activities, sequence), who will do it (resources, responsibility), how long it will take (durations, schedule), and how much it will cost (budget).

    Project planning involves what needs to be done (scope, deliverables), how it will get done (activities, sequence), who will do it (resources, responsibility), how long it will take (durations, schedule), and how much it will cost (budget).

    PTS: 5   DIF: M   OBJ: 7. Describe the phases of the project life cycle
    KEY: Synthesis

10. Describe benefits of including the people that will be involved in performing the project when planning the project.

    ANS:
    Responses will vary. Responses may include the benefits of including people that will be involved in the performing the project may increase the commitment to accomplishing the plan, help to obtain accurate estimates of the effort to complete tasks, and help to complete the project within budget and on schedule.

    The benefits of including people that will be involved in the performing the project during the planning may increase the commitment to accomplishing the plan, help to obtain accurate estimates of the effort to complete tasks, and help to complete the project within budget and on schedule.

    PTS: 5   DIF: M   OBJ: 7. Describe the phases of the project life cycle
    KEY: Synthesis

11. Give an example of a project and describe when its performing phase is complete?

    ANS:
    Responses will vary. Responses should include that the project objectives have been accomplished, leaving the customer satisfied that the full scope of the work and deliverables were completed according to specifications, within budget, and on time.

    The performing phase is complete when the project objectives have been accomplished, leaving the customer satisfied that the full scope of the work and deliverables were completed according to specifications, within budget, and on time.

    PTS: 5   DIF: M   OBJ: 7. Describe the phases of the project life cycle
    KEY: Synthesis

12. Why should feedback be obtained from a project's sponsor?

ANS:
Responses will vary. Responses should include that feedback is helpful to determine whether the anticipated benefits from the project were achieved, assess the level of customer satisfaction, and obtain any feedback that would be helpful in future business relationships with this customer or other customers.

Feedback from the project sponsor is helpful include to determine whether the anticipated benefits from the project were achieved, assess the level of customer satisfaction, and obtain any feedback that would be helpful in future business relationships with this customer or other customers.

PTS: 5   DIF: M   OBJ: 7. Describe the phases of the project life cycle
KEY: Synthesis

13. The project management process involves two major functions: first establishing a plan and then executing that plan to accomplish the project objective. Describe how the project manager can help these two functions be successful.

ANS:
Responses will vary. Responses should include a description of how the project manager plans, organizes, coordinates, leads, and controls resources to accomplish the project objective.

The project manager plans, organizes, coordinates, leads, and controls resources to accomplish the project objective.

PTS: 5   DIF: H   OBJ: 8. Define and apply project management
KEY: Evaluation

14. The project planning process of project management includes what steps?

ANS:
a. establish project objective
b. define scope
c. create a work breakdown structure
d. assign responsibility
e. define specific activities
f. sequence activities
g. estimate activity resources
h. estimate activity durations
i. develop project schedule
j. estimate activity costs
k. determine budget

PTS: 5   DIF: M   OBJ: 8. Define and apply project management
KEY: Knowledge

15. How could currency fluctuations and exchange rates impact the accomplishment of the project objective and customer satisfaction?

ANS:
Responses will vary. Responses should include suggestions that the prices of resources may change and cause the budget to be exceeded and the customer may not be satisfied.

Currency fluctuations and exchange rates impact the prices of resources. These changes may cause the budget to be exceeded.

PTS: 5   DIF: M
OBJ: 11. Discuss some implications of global project management
KEY: Analysis

16. Describe how communication could be impacted for a project that is a multinational and multilingual project.

ANS:
Responses will vary. Responses should include issues associated with translation and interpretation of the meaning of e-mails and documents.

Multinational and multilingual project communications may be facilitated with the adoption of translation software to help with interpretation.

PTS: 5   DIF: M
OBJ: 11. Discuss some implications of global project management
KEY: Evaluation