

## Tutorial 1: Planning a Project

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### TRUE/FALSE

1. Being effective means meeting the actual goals of a project rather than just doing the project tasks quickly and cheaply.
2. It is highly unusual to revise a project goal during the course of a project.
3. During a project, each process group requires appropriate communication to management if you hope to stay synchronized with their needs and desires.
4. If a task is to train the new users on how to create a new LAN password, for example, a single task describing this effort is probably insufficient.
5. Each task has a duration.
6. Some task durations are flexible in that they do not change according to the amount of resources applied.
7. By providing for both estimated and firm durations, Microsoft Project 2007 gives you the ability to quickly find and filter tasks with durations that are not firm.
8. During a project, all resource costs are applied to a particular task.
9. The more clearly quality standards are defined, the more likely that the task will be completed at a quality level acceptable to the project manager.
10. With Microsoft Project 2007, all risk associated with a project can be eliminated.
11. Microsoft Project 2007 is software that allows you to enter project information into one organized central database.
12. Project 2007 creates Gantt charts for viewing on the screen or printing.
13. The critical path determines the earliest a project can be completed.
14. All of the Project 2007 commands can be found through the use of the toolbars.
15. Once you use a hidden toolbar button, its icon will be added to your toolbar.
16. In Project 2007, you can add a third level to the timescale.
17. You can set either the Start date or the Finish date of a project, or both.
18. If you are finished working with the current project, have saved it to disk, and wish to work on another, you should close the current project to free computer resources for other tasks.
19. If an existing timescale does not meet your needs, you can modify the timescale to represent a custom unit of time and custom label.
20. Page setup options are always the same, regardless of the type of view printed.

## MODIFIED TRUE/FALSE

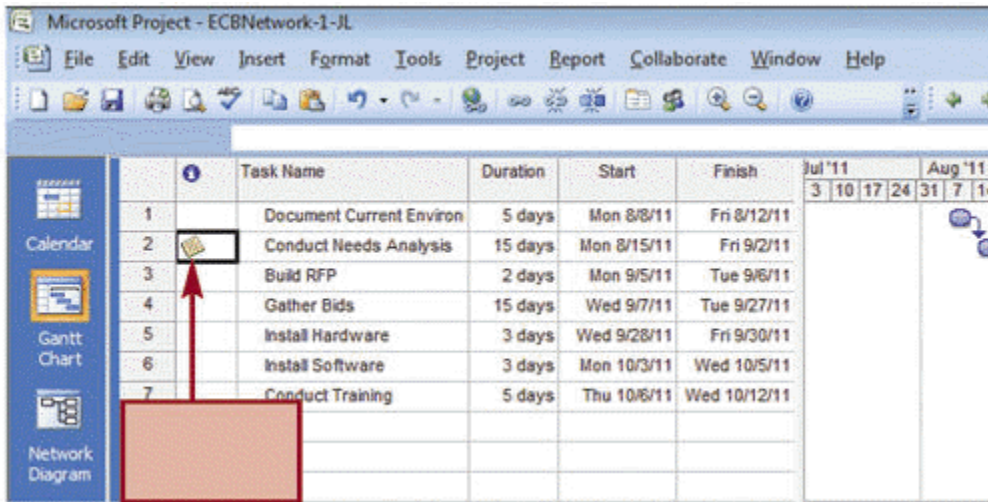
1. The specificity of the project depends on its complexity as well as on the needs of the users of the project information. \_\_\_\_\_
2. The project manager supervises the project's execution and is the main source of project status information for management. \_\_\_\_\_
3. With Project 2007, you start a project by entering a few tasks, often in sequential order.  
\_\_\_\_\_
4. In a Gantt chart, the length of the bar corresponds to the importance of the task.  
\_\_\_\_\_
5. The primary purpose of the Gantt chart is to display the critical path. \_\_\_\_\_
6. The Schedule date is the date that Project 2007 calculates as the date that the project will finish.  
\_\_\_\_\_
7. Start date scheduling is appropriate for projects such as conventions based on an immovable finish date. \_\_\_\_\_
8. A(n) ScreenTip will appear when you position the mouse pointer over a toolbar button without clicking. \_\_\_\_\_
9. The Windows toolbar contains buttons that are common to almost all Windows applications, such as New, Open, Save, Print, Paste, Undo, and Redo. \_\_\_\_\_
10. As with most Windows applications, the Formatting toolbar contains buttons that improve the appearance of the project, such as font, bold, italic, and alignment. \_\_\_\_\_
11. Task names generally start with a(n) noun. \_\_\_\_\_
12. You can use the Entry bar to enter or edit an existing entry, such as a task name or duration.  
\_\_\_\_\_
13. In the Entry table, each task is entered in a new column. \_\_\_\_\_
14. In a Gantt chart, each task is identified as a(n) vertical bar, the length of which corresponds to its duration as measured by the timescale at the top of the chart. \_\_\_\_\_
15. In the timescale, the lower scale is called the minor scale. \_\_\_\_\_

## MULTIPLE CHOICE

1. The project \_\_\_\_ should be as short and as simple as possible, yet as detailed as necessary to clearly communicate the specific scope, time frame, and budget expectations of management.
  - a. goal
  - b. scope
  - c. parameters
  - d. hierarchy
2. The first step in formally managing a project of any size is to define the project \_\_\_\_.

- a. scope
  - b. goal
  - c. parameters
  - d. hierarchy
3. \_\_\_\_ refers to all the work involved in creating the products of the project and the processes used to create them.
- a. Efficacy
  - b. Control
  - c. Scope
  - d. Execution
4. Being effective means doing tasks \_\_\_\_.
- a. faster
  - b. with fewer resources
  - c. with lower costs
  - d. None of the above
5. Gaining management agreement to a concise project goal that addresses the issues of \_\_\_\_ is essential for both the project manager and management to stay synchronized with appropriate expectations.
- a. scope
  - b. time frame
  - c. budget
  - d. All of the above
6. Which of the following is a typical responsibility of the planning process group?
- a. setting the project goal
  - b. identifying the project manager
  - c. identifying project budget and quality considerations
  - d. entering project tasks, durations, and relationships
7. Which of the following is a typical responsibility of the planning process group?
- a. setting the project goal
  - b. identifying the project manager
  - c. identifying project budget and quality considerations
  - d. entering project tasks, durations, and relationships
8. Examples of a(n) \_\_\_\_ within a LAN installation include purchasing new equipment and wiring the office.
- a. task
  - b. execution
  - c. process
  - d. goal
9. An estimated duration appears with a(n) \_\_\_\_ after the duration.
- a. pound sign
  - b. exclamation point
  - c. question mark
  - d. red bullet
10. Which of the following tasks in a LAN installation project has a duration that is not flexible?
- a. wiring the office
  - b. meetings
  - c. taking new computers out of the boxes
  - d. All of the above
11. Durations can be \_\_\_\_.
- a. hard or fast
  - b. managed or calculated
  - c. estimated or firm
  - d. determinate or indeterminate
12. Tasks that must be completed before a task can be started are called \_\_\_\_.

- a. successors
  - b. antecedents
  - c. precedents
  - d. predecessors
13. \_\_\_\_ are the people, equipment, or facilities that need to be assigned to a task in order to complete it.
- a. Resources
  - b. Utilities
  - c. Links
  - d. Indices
14. A conference room is an example of what?
- a. task
  - b. resource
  - c. linkage
  - d. risk center
15. The project \_\_\_\_ is the central person to whom all of the details of the project converge for entry into the project plan.
- a. secretary
  - b. supervisor
  - c. manager
  - d. lead
16. The more precise a project's objectives and deliverables, the clearer the \_\_\_\_ becomes.
- a. estimate
  - b. duration
  - c. risk
  - d. scope
17. Scope \_\_\_\_ is the condition whereby projects grow and change in unanticipated ways that increase costs, extend deadlines, or otherwise negatively affect the project goal.
- a. creep
  - b. slip
  - c. slide
  - d. erosion
18. Almost every project and task has implied \_\_\_\_ standards.
- a. control
  - b. quality
  - c. risk
  - d. benefit
19. In its management of lists of tasks, durations, dates, resources, costs, constraints, and notes, Project 2007 is like which of the following types of application software?
- a. spreadsheet
  - b. report writer
  - c. database
  - d. enterprise management
20. In its automatic recalculation of durations and costs, for example, Project 2007 is like which of the following types of application software?
- a. database
  - b. chart
  - c. enterprise management
  - d. spreadsheet
21. The primary purpose of the \_\_\_\_ is to graphically display project schedule information by listing project tasks and their corresponding start and finish dates in a calendar format.
- a. Gantt chart
  - b. network diagram
  - c. calendar
  - d. schedule graphic



22. The accompanying figure displays a basic \_\_\_\_.
- network diagram
  - Gantt chart
  - calendar
  - schedule graphic
23. The item indicated in the accompanying figure is a \_\_\_\_ indicator.
- schedule
  - deadline
  - note
  - flag
24. In a \_\_\_\_, dependent tasks are linked together through link lines.
- network diagram
  - task calendar
  - linked task list
  - Gantt chart
25. The network diagram displays each task as a box, or \_\_\_\_.
- link
  - index
  - node
  - path



26. The accompanying figure displays a basic \_\_\_\_.
- schedule graphic
  - calendar
  - Gantt chart
  - network diagram
27. You can change the view from the one shown in the accompanying figure by clicking \_\_\_\_ on the menu bar and then selecting a view on the menu.
- Display
  - Show
  - Presentation
  - View
28. The selected task in the accompanying figure is \_\_\_\_.
- Document Current Environment
  - Gather Bids
  - Build RFP
  - Conduct Needs Analysis
29. What is the shortest duration of the tasks shown in the accompanying figure?

- a. 1 day
- b. 2 days
- c. 3 days
- d. 5 days

30. How long will the Conduct Needs Analysis task take, according to the accompanying figure?  
a. 1 day  
b. 2 days  
c. one week  
d. three weeks

31. After having scrolled through the diagram in the accompanying figure, press the \_\_\_\_ keys to jump back to the beginning of the diagram.  
a. Alt+Home  
b. Alt+Ctrl+Home  
c. Ctrl+Home  
d. Alt+F4

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32. In a network diagram, the \_\_\_\_ tasks are on the critical path.  
a. red  
b. blue  
c. grey  
d. black

33. The Project Guide includes links to \_\_\_\_, which are series of dialog boxes that take you step-by-step through a process.  
a. templates  
b. wizards  
c. screentips  
d. widgets

34. All of the following are areas in the Project Guide task pane EXCEPT \_\_\_\_.  
a. Resources  
b. Jobs  
c. Report  
d. Track

35. If employees throughout your organization will be managing your projects, you should use \_\_\_\_.  
a. Project Standard 2007  
b. Project Professional 2007  
c. Enterprise Project Management  
d. Either a or b

36. Which of the following features does Microsoft Project Standard 2007 include?  
a. the ability to establish standards and best practices  
b. the ability to centrally manage resources based on skills  
c. the ability to centrally manage resources based on availability  
d. None of the above

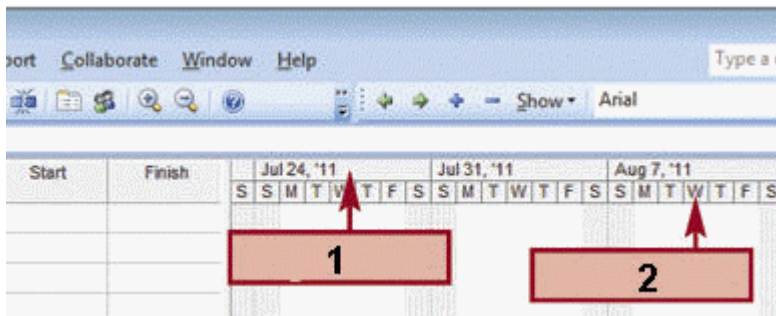
37. The Project window consists of a number of elements that are common to all Windows applications, such as the \_\_\_\_.  
a. Entry bar  
b. View Bar  
c. title bar  
d. All of the above

38. The \_\_\_\_ bar identifies both the application name and the project name.  
a. application  
b. menu  
c. View  
d. title

39. When you start a new project, the generic \_\_\_\_ filename appears in the title bar.  
a. Project1  
c. New



47. By default, the Standard toolbar is positioned \_\_\_\_.
- directly under the menu bar on the right side of the screen
  - directly under the menu bar on the left side of the screen
  - directly above the menu bar on the right side of the screen
  - directly above the menu bar on the left side of the screen
48. The small \_\_\_\_ that points down at the bottom of the View Bar indicates that more buttons are available.
- red arrow
  - black triangle
  - green circle
  - blue square
49. \_\_\_\_ display task, resource, and cost information with varying levels of detail.
- Views
  - Indices
  - Screens
  - Filters
50. The default view is \_\_\_\_ view.
- Network Diagram
  - Gantt Chart
  - Calendar
  - Entry Table
51. By default, the \_\_\_\_ is positioned just below the Standard and Formatting toolbars.
- menu bar
  - View Bar
  - Entry bar
  - Both A and C
52. Which of the following columns do you generally complete from the keyboard?
- Task Name
  - Resources Names
  - Predecessors
  - All of the above



53. The item marked 1 in the accompanying figure is the \_\_\_\_ scale.
- minor
  - major
  - fixed
  - flexible
54. The item marked 2 in the accompanying figure is the \_\_\_\_ scale.
- minor
  - major
  - fixed
  - flexible
55. In the accompanying figure, the \_\_\_\_ days are marked in gray.
- indexed
  - flexible
  - nonworking
  - fungible

56. Given the way in which days are marked in the accompanying figure, if a task has a three-day duration and starts on a Friday, when would the bar stretch through?
- a. Sunday
  - b. Monday
  - c. Tuesday
  - d. Wednesday
57. The \_\_\_\_ is displayed along the top edge of the Gantt chart.
- a. Entry bar
  - b. timescale
  - c. menu bar
  - d. View Bar
58. On the timescale, by default, the \_\_\_\_ scale is measured in days and displays the first letter of the day of the week.
- a. major
  - b. current
  - c. minor
  - d. working
59. The \_\_\_\_ keystroke combination always moves a Gantt chart to the project's Start date so that the first bar is visible.
- a. Alt+Home
  - b. Ctrl+Home
  - c. Alt+F1
  - d. Alt+F5
60. In a Gantt chart, the current date is represented by a \_\_\_\_ line.
- a. solid red
  - b. dashed blue
  - c. solid horizontal
  - d. dotted vertical
61. When there are no tasks in a project, what happens?
- a. The Start date is one day before the Finish date.
  - b. The Start date and Finish date are the same date.
  - c. The Finish date is one day after the Start date.
  - d. None of the above
62. To open the Project Information dialog box, click \_\_\_\_ on the menu bar and then click Project Information.
- a. View
  - b. Data
  - c. Project
  - d. File
63. When you enter a task, Project enters a default estimated duration of \_\_\_\_.
- a. one hour
  - b. one day
  - c. two days
  - d. 2.5 days
64. The default unit of measurement for task duration is \_\_\_\_.
- a. minutes
  - b. hours
  - c. months
  - d. days
65. Project 2007 automatically appends the \_\_\_\_ filename extension to identify the file as a Microsoft Project 2007 file.
- a. .mpp
  - b. .pro
  - c. .ptj
  - d. .mpj

66. All of the following are categories of views EXCEPT \_\_\_\_.
- |                     |           |
|---------------------|-----------|
| a. Chart or Graphic | c. Report |
| b. Sheet            | d. Form   |
67. Which of the following project views presents actual and remaining durations and costs?
- |                   |                      |
|-------------------|----------------------|
| a. Summary Table  | c. Work Table        |
| b. Tracking Table | d. Task Details Form |
68. In \_\_\_\_ view, the lines between the boxes represent relationships between the tasks, the sequence of how the tasks must be completed.
- |                    |                  |
|--------------------|------------------|
| a. Task List       | c. Gantt Chart   |
| b. Network Diagram | d. Task Calendar |
69. In Network Diagram view, each of the project's boxes display \_\_\_\_.
- |   |   |
|---|---|
| a. the task name in the top line, the scheduled start and finish dates in the middle, and the task identification number and duration at the bottom | c. the scheduled start and finish dates in the top line, the task identification number and duration in the middle, and the task name at the bottom |
| b. the task name in the top line, the task identification number and duration in the middle, and the scheduled start and finish dates at the bottom | d. the scheduled start and finish dates in the top line, the task name in the middle, and the task identification number and duration at the bottom |
70. \_\_\_\_ is the amount of time that an activity may be delayed from its scheduled Start date without delaying a succeeding activity or the entire project.
- |          |                      |
|----------|----------------------|
| a. Scope | c. Permissible delay |
| b. Lag   | d. Slack             |

### Case-Based Critical Thinking Questions

#### Case 1-1

Sonya had just finished making all the assignments to the various project teams when her hard drive crashed and she lost all of the data.

71. Sonya had told Mike earlier in discussing the assignments that he was going to have as one of his responsibilities the recommendation of performance improvements. Which group was he to have been assigned to?
- |               |                |
|---------------|----------------|
| a. initiating | c. controlling |
| b. planning   | d. executing   |
72. Enza knew that she was to have been responsible for identifying project milestones. Which group was she to have been assigned to?
- |               |                |
|---------------|----------------|
| a. initiating | c. controlling |
| b. planning   | d. executing   |
73. Sonya herself was to have been responsible for identifying the project budget. Which group was she to have been assigned to?
- |               |                |
|---------------|----------------|
| a. initiating | c. controlling |
|---------------|----------------|

- b. planning
- d. executing

### Case-Based Critical Thinking Questions

#### Case 1-2

Your supervisor has required that you begin to use Project to manage an onslaught of new projects that your team has just absorbed, but you are uncertain which version to use.

- 74. You have decided that you will manage the projects from your desktop, and you will not need to publish project information to the Web. Which version do you decide to use?
  - a. Project Standard
  - b. Project Professional
  - c. EPM
  - d. None of the above
- 75. Your manager informs you that he will be expecting roll-up scorecard reports as part of your deliverables. Which version of Project do you decide to use?
  - a. Project Standard
  - b. Project Professional
  - c. EPM
  - d. None of the above

### Case-Based Critical Thinking Questions

#### Case 1-3

Your colleague Gina who has been at the firm for a few months longer than you offers to give you information about the various views available in Project, so that you can determine which of the following will best serve your needs.

- 76. Your boss is looking for a display that will compare the actual start and finish baseline dates to the dates that the tasks would be completed had the project been executed according to the original plan. What does Gina recommend to you?
  - a. Schedule Table
  - b. Tracking Table
  - c. Summary Table
  - d. Variance Table
- 77. You need to know whether a task is on the critical path. What does Gina recommend to you?
  - a. Schedule Table
  - b. Tracking Table
  - c. Summary Table
  - d. Variance Table
- 78. Your boss now wants you to present remaining durations. What does Gina recommend to you?
  - a. Schedule Table
  - b. Tracking Table
  - c. Summary Table
  - d. Variance Table

### Case-Based Critical Thinking Questions

#### Case 1-4

In order to provide the finishing touch on your printout of your project in Network Diagram view, you want to avail yourself of some of the options in Page Setup dialog box.

- 79. What would be the code if you want to print out that a particular page is "page 2 of 20," for example?
  - a. # [Page] of # [Pages]
  - b. & [NumPage] of & [TotPages]
  - c. [NumPage] of [TotPages]
  - d. & [Page] of & [Pages]

80. Because reports are changing all the time, you will need to display the current time on your printouts. What would be the correct code for you to use?
- a. & [CurrentTime]
  - b. & [Time]
  - c. % [Current]
  - d. # [Time]

## COMPLETION

1. A(n) \_\_\_\_\_ is a defined sequence of steps that achieve an identified goal.
2. The project \_\_\_\_\_ is achieved when a series of tasks are completed that produce a desired outcome at a specified level of quality, and within a given time frame and budget.
3. The \_\_\_\_\_ process group is responsible for printing the final reports used to analyze the performance of the project.
4. A(n) \_\_\_\_\_ is the specific action that needs to be completed in order to achieve the project goal.
5. A task's \_\_\_\_\_ is the measure of how long it takes to complete the task.
6. Tasks that must be completed after a given task are called \_\_\_\_\_.
7. \_\_\_\_\_ is the degree to which something meets an objective standard.
8. \_\_\_\_\_ is the probability that a task, resource, or cost is miscalculated in a way that creates a negative impact on the project.
9. The \_\_\_\_\_ chart provides a graphical visualization of the project that displays each task as a horizontal bar.
10. The \_\_\_\_\_ diagram graphically highlights the interdependencies of tasks.
11. The \_\_\_\_\_ is the series of tasks (or even a single task) that dictates the calculated finish date of the project.
12. The \_\_\_\_\_ bar is the top bar of any application software running on a Windows computer.
13. The \_\_\_\_\_ contains the File, Edit, View, Insert, Format, Tools, Project, Report, Collaborate, Window, and Help menus.

14. \_\_\_\_\_ represent the most popular Project 2007 commands as little pictures or icons.
15. You can view your project in many ways, called \_\_\_\_\_.
16. You can drag the vertical \_\_\_\_\_ bar in the project window to resize the panes.
17. The \_\_\_\_\_ table is a spreadsheet-like display of project information, organized in rows and columns.
18. In the timescale, by default, the \_\_\_\_\_ scale is measured in weeks and displays the date for the Sunday of that week.
19. By default, the \_\_\_\_\_ date is today's date as determined by the setting within your computer or network time server.
20. \_\_\_\_\_ work is the amount of work required to finish a task if the task is executed according to the original plan.

## MATCHING

*Identify the letter of the choice that best matches the phrase or definition.*

- |             |                  |
|-------------|------------------|
| a. project  | g. critical path |
| b. scope    | h. view          |
| c. task     | i. predecessor   |
| d. resource | j. successor     |
| e. quality  | k. node          |
| f. risk     | l. ScreenTip     |
1. All the work involved in creating the products of the project and the processes used to create them
  2. The degree to which something meets an objective standard
  3. The people, equipment, or facilities that need to be assigned to a task in order to complete it
  4. The probability that a task, resource, or cost is miscalculated in a way that creates a negative impact on the project
  5. A defined sequence of steps that achieve an identified goal
  6. The default is Gantt chart
  7. The task(s) that dictate(s) the calculated finish date of the project
  8. The specific action that needs to be completed in order to achieve the project goal
  9. A box in a network diagram
  10. A small box containing the name of a toolbar button
  11. Must be completed before a certain task can be started
  12. Cannot be started until another task is completed

## **ESSAY**

1. List six of the benefits of project management.
2. Explain the similarities between Project 2007 and the following types of application software: chart, report writer, and enterprise management.
3. Discuss the key steps you should follow before printing.