

Tutorial 2: Creating a Project Schedule

TRUE/FALSE

1. It is often more efficient to wait to start a project until you really need to do work on the project instead of starting too early and wasting resources.
2. You cannot modify the Standard calendar to identify holidays or other nonworking days or times in which work should not be scheduled.
3. You can create unique calendars for tasks and resources that do not follow the working and nonworking times specified by the Standard calendar.
4. If, after making a change that affects every Friday during a project, you further modify individual Fridays, the individual day changes would override the change made to all Fridays.
5. By default, all tasks and resource assignments inherit the project calendar unless you specify something else.
6. Project 2007 does not allow in-cell editing.
7. In Project 2007, pressing the Delete key anywhere in a task row deletes the entire row for that task.
8. The fill handle can be used even when affected cells are not contiguous.
9. The Undo button will undo any actions you take in the current project.
10. Anything changed in one view is automatically changed in all of the other views.
11. By default, Project 2007 schedules recurring tasks based on the duration of the entire project.
12. Milestones can be used to motivate project participants by recognizing accomplishments.
13. A computer must be installed before application software can be installed; this relationship between these two tasks is an example of a Finish-to-Start task dependency type.
14. As soon as you start installing hardware, you can start documenting serial numbers; the relationships between these two tasks is an example of a Finish-to-Finish task dependency type.

15. Creating task dependencies does not affect the start and finish dates of the linked tasks.
16. Changing and linking tasks affects the critical path.
17. Sometimes a task is a predecessor to more than one task, and therefore the process of dragging link lines in a graphical view becomes confusing and difficult.
18. By default, the Form view displays successors on the left side and predecessors on the right side of the form.
19. In a Finish-to-Start relationship, a -25% lag time pulls the second task forward in time; the second task will not start until after the first task is completed plus an additional 25% of the duration of the first task.
20. Sometimes summary tasks are developed based on the five project management process groups; other times it makes sense to organize summary tasks by products produced.

MODIFIED TRUE/FALSE

1. Most projects are scheduled from a project Start date. _____
2. Projects with immovable finish dates can be scheduled based on a(n) Finish date.

3. When a project is scheduled from a Finish date, all tasks are scheduled to begin as early as possible.

4. To copy a task name or duration to a task that is not in the next row, use the fill handle.

5. In Project 2007, you can define recurring tasks one time using the Recurring Task Information dialog box. _____
6. Many project managers identify milestones early in a project to help build momentum toward the project's completion. _____
7. With the Start-to-Finish dependency type, task 1 must start before task 2 can finish.

8. With the Finish-to-Finish dependency type, task 1 must finish before task 2 can finish.

9. An FS dependency means the antecedent must finish before the successor can start.

10. A(n) non-critical task doesn't necessarily have to start on its currently scheduled Start date in order for the overall project to be completed on time. _____
11. To change a dependency type, you must open the Task Dependency dialog box.

12. Negative lag time is the traditional definition of lag time in general project management discussions.

13. Negative lag time is called lead time in general project management discussions.

14. When a project is scheduled from a Start date, applying positive lag time to task dependencies that are on the critical path is a common way to shorten the critical path because it allows tasks to overlap.

15. Outdenting moves a task to the left, and to a(n) lower level in the WBS.

MULTIPLE CHOICE

1. Which of the following is a tab in the Task Information dialog box?
 - a. Resources
 - b. Successors
 - c. Antecedents
 - d. All of the above
2. All of the following are tabs in the Task Information dialog box EXCEPT _____.
 - a. Custom
 - b. Indices
 - c. Notes
 - d. General
3. You can ____ a task to open its Task Information dialog box.
 - a. click
 - b. right-click
 - c. double-click
 - d. hover over
4. The initial determination about ____ type has significant impact on the calculated start and finish dates for project tasks.
 - a. Constraint
 - b. Successor
 - c. Resource
 - d. Antecedent

5. The ____ calendar is the base calendar used by Project 2007 to schedule new tasks within the project.
 - a. task
 - b. project
 - c. main
 - d. origin

6. The Standard calendar specifies ____ time, the hours during which work can occur.
 - a. standard
 - b. operational
 - c. working
 - d. labor

7. To select noncontiguous days on the calendar, you would click the first day and then press and hold the ____ key while clicking the other days to select them as a group.
 - a. Shift
 - b. Alt
 - c. Esc
 - d. Ctrl

8. Working days appear ____ on the Standard calendar.
 - a. as light gray
 - b. with gray diagonal lines
 - c. as red
 - d. as white

9. Nonworking days appear ____ on the Standard calendar.
 - a. as light gray
 - b. with gray diagonal lines
 - c. as red
 - d. as white

10. Edited working hours appear ____ on the Standard calendar.
 - a. as light gray
 - b. with gray diagonal lines
 - c. as red
 - d. as white

11. If you are using the ____ global template, your administrator has access to holidays in the form of a template that can be added for all users of that server.
 - a. Holiday
 - b. Enterprise
 - c. Master
 - d. Universal

12. If a day of the week such as Monday or Tuesday is edited on the calendar, the day's abbreviation is ____.
 - a. bold
 - b. italicized
 - c. underlined
 - d. in red

13. If an individual day is edited on the calendar, the day's abbreviation is ____.
 - a. bold
 - b. italicized
 - c. underlined
 - d. in red

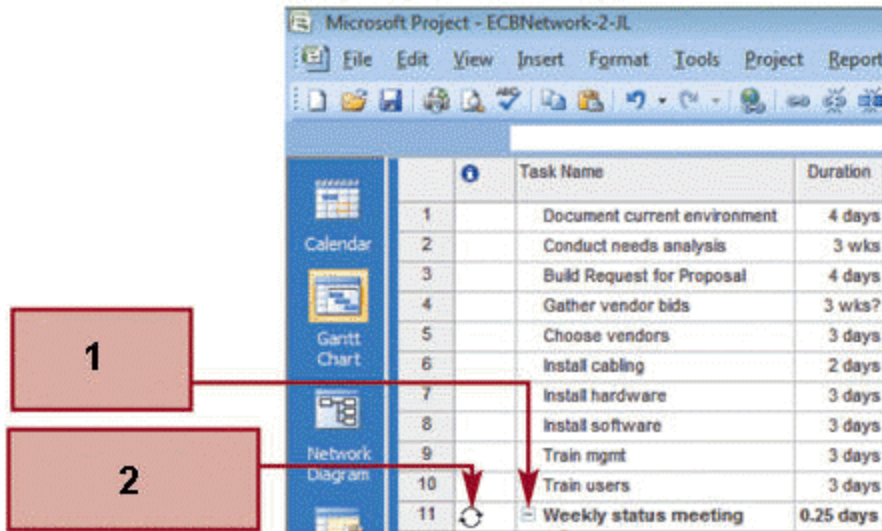
14. The calendars available for a project appear in the Calendar list on the ____ tab of the Task Information dialog box.
 - a. Advanced
 - b. Schedules
 - c. General
 - d. Resources

15. When you are editing an active cell, what does the active cell look like?
 - a. A dark border surrounds it.
 - b. The cell is 3-D.
 - c. The cell is 3-D.
 - d. The cell is 3-D.

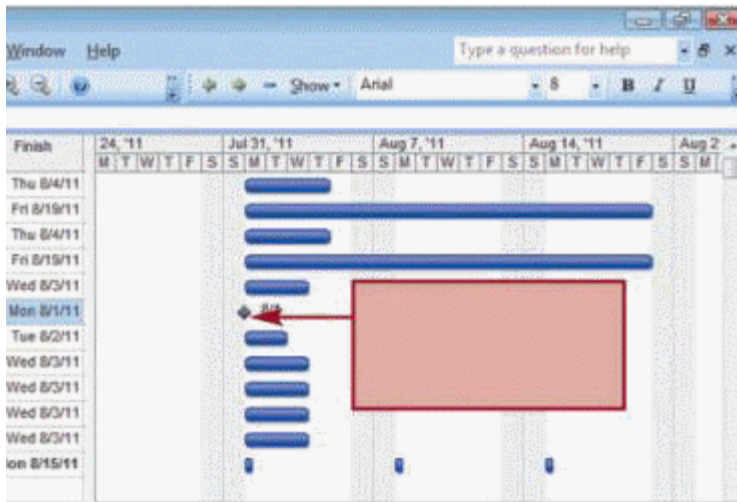
27. The Cut Task, Copy Task, and Paste commands are available on the ____ menu.
- a. Task
 - b. Command
 - c. Edit
 - d. File
28. The ____ is a small square that appears in the lower corner of a given cell.
- a. Smart Tag
 - b. fill handle
 - c. row selector
 - d. crosshair pointer
29. The default unit of measurement for durations is ____.
- a. m
 - b. h
 - c. w
 - d. d
30. ____ refers to clock time rather than working time.
- a. Concatenated
 - b. Recurring
 - c. Concurrent
 - d. Elapsed
31. If you are not sure how long to enter for a task's duration and want to be reminded to study it later, enter a(n) ____ after the duration entry.
- a. ampersand
 - b. question mark
 - c. pound sign
 - d. exclamation point
32. The abbreviation for elapsed minute is ____.
- a. em
 - b. el
 - c. elm
 - d. elpm
33. The abbreviation for elapsed month is ____.
- a. em
 - b. emon
 - c. elm
 - d. elpm
34. A(n) ____ is entered after a duration to indicate the duration is an estimated one.
- a. pound sign
 - b. percent sign
 - c. question mark
 - d. exclamation point

Task ID	Task Name	Duration	Start	Finish
1	Document current environment	5 days	Mon 8/1/11	Fri 8/5/11
2	Conduct needs analysis	3 wks	Mon 8/1/11	Fri 8/19/11
3	Build Request for Proposal	2 days	Mon 8/1/11	Tue 8/2/11
4	Gather vendor bids	3 wks?	Mon 8/1/11	Fri 8/19/11
5	Choose vendors	3 days	Mon 8/1/11	Wed 8/3/11
6	Install cabling	1 day	Mon 8/1/11	Mon 8/1/11
7	Install hardware	3 days	Mon 8/1/11	Wed 8/3/11
8	Install software	3 days	Mon 8/1/11	Wed 8/3/11

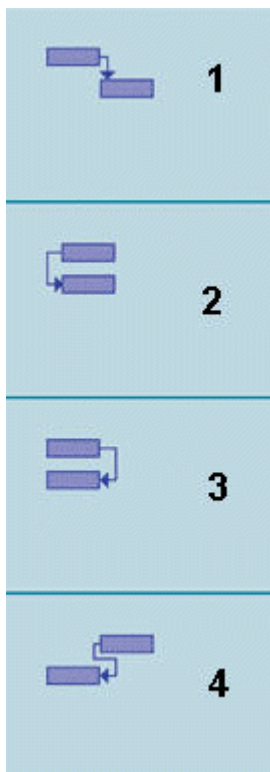
35. The item indicated in the accompanying figure is a(n) ____ duration.
- elapsed
 - postponed
 - eliminated
 - estimated
36. The ____ view is often used for heavy data entry.
- Gantt Chart
 - Calendar
 - Network Diagram
 - None of the above
37. A(n) ____ task is a task that is repeated at a regular interval.
- concurrent
 - emergent
 - baseline
 - recurring
38. A Monday morning status meeting is a good example of a(n) ____ task.
- concurrent
 - emergent
 - baseline
 - recurring
39. If a given column displays a series of ____, the information is too wide to display within the width of the column.
- pound signs
 - question marks
 - exclamation points
 - ampersands



40. The item represented by the number one in the accompanying figure is the ____ button.
- Expand
 - ScreenTip
 - Collapse
 - Resource
41. The item represented by the number two in the accompanying figure is the ____ indicator.
- row
 - Recurring task
 - Collapse
 - Summary task
42. A ____ has a zero duration.
- baseline
 - milestone
 - recurring task
 - All of the above
43. A(n) ____ is a symbolic task used mainly to communicate progress or to mark the end of a significant phase of the project.
- origin point
 - destination
 - milestone
 - summation
44. Completing an important deliverable, such as completing an office installation, completing training, and so on, can be entered as ____.
- firewalls
 - destinations
 - summations
 - milestones



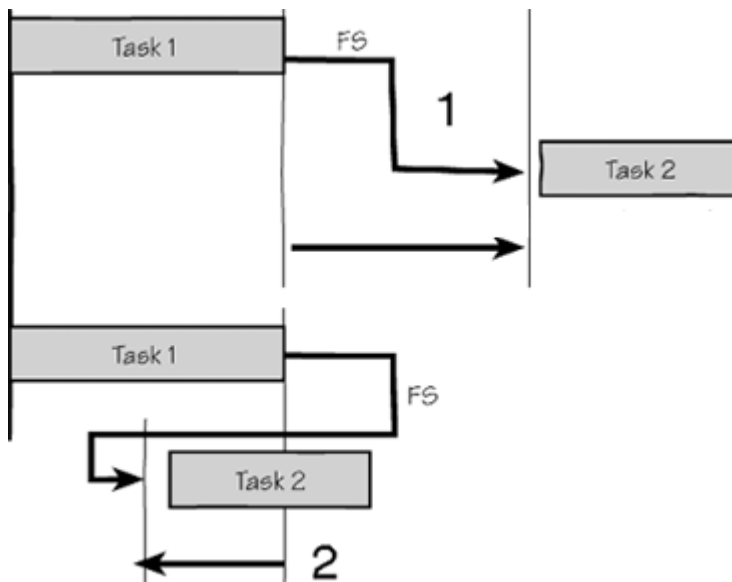
45. The item indicated in the accompanying figure is a ____.
- a. milestone
 - b. firewall
 - c. destination
 - d. summation



46. The item marked 1 in the accompanying figure is a ____ task dependency.
- a. Finish-to-Finish
 - b. Start-to-Finish
 - c. Finish-to-Start
 - d. Start-to-Start
47. The item marked 2 in the accompanying figure is a ____ task dependency.
- a. Finish-to-Finish
 - b. Start-to-Finish
 - c. Finish-to-Start
 - d. Start-to-Start

48. The item marked 3 in the accompanying figure is a ____ task dependency.
- a. Finish-to-Finish
 - b. Start-to-Finish
 - c. Finish-to-Start
 - d. Start-to-Start
49. The item marked 4 in the accompanying figure is a ____ task dependency.
- a. Finish-to-Finish
 - b. Start-to-Finish
 - c. Finish-to-Start
 - d. Start-to-Start
50. A computer backup must be finished before the shutdown of the system is completed; this relationship between these two tasks is an example of the task dependency type marked ____ in the accompanying figure.
- a. 1
 - b. 2
 - c. 3
 - d. 4
51. In the event of a power interruption, the UPS must start before the operator can finish shutting down the system in an orderly fashion; this relationship between these two tasks is an example of the task dependency type marked ____ in the accompanying figure.
- a. 1
 - b. 2
 - c. 3
 - d. 4
52. With the task dependency type marked ____ in the accompanying figure, task 1 must finish before task 2 can start.
- a. 1
 - b. 2
 - c. 3
 - d. 4
53. With the task dependency type marked ____ in the accompanying figure, task 1 must start before task 2 can start.
- a. 1
 - b. 2
 - c. 3
 - d. 4
54. By far the most common task dependency is the one marked ____ in the accompanying figure.
- a. 1
 - b. 2
 - c. 3
 - d. 4
55. In order to use important project management techniques such as critical path analysis, you must determine task ____.
- a. legitimacies
 - b. unions
 - c. dependencies
 - d. associations
56. The pointer changes when you are creating a link between tasks in ____ view.
- a. Calendar
 - b. Network Diagram
 - c. Gantt Chart
 - d. All of the above
57. In the Network Diagram view, the critical tasks are displayed within a ____ border.
- a. blue
 - b. silver
 - c. black
 - d. red

58. Which of the following views does not show link lines?
- Gantt Chart
 - Network Diagram
 - Calendar
 - All of the above
59. Using a ____ view of the project can make entering many details for a single task easier.
- Gantt Chart
 - Form
 - Network Diagram
 - Calendar
60. Task dependencies are by default ____ dependencies.
- FS
 - SF
 - SS
 - FF
61. You usually edit task relationships in ____ view.
- Gantt Chart
 - Network Diagram
 - Calendar
 - Either A or B
62. In a ____ relationship, +25% lag time pushes the second task forward in time.
- Start-to-Finish
 - Finish-to-Start
 - Either A or B
 - Neither A nor B



63. The time marked 1 in the accompanying figure is called ____ time.
- negative lag time
 - lead time
 - lag time
 - Both A and B

ANS: C

REF: PRJ 99

64. The time marked 2 in the accompanying figure is called ____ time.
- lead time
 - positive lag time
 - lag time
 - All of the above

65. Planning a project by starting with broad categories of tasks is called the ____ method of creating a WBS.

- a. bottom-up
 - b. top-down
 - c. summary
 - d. visionary
66. Planning a project by listing all of the individual tasks and then collecting them into logical groupings is called the ____ method of creating a WBS.
- a. bottom-up
 - b. top-down
 - c. list-based
 - d. visionary
67. A(n) ____ is an outcome-oriented analysis of the work involved in a project that defines the total scope of the project.
- a. summary task
 - b. WBS
 - c. ISL
 - d. scope analysis
68. ____ tasks are groups of tasks that logically belong together.
- a. Aggregate
 - b. Clustered
 - c. Summary
 - d. Grouped
69. The Outdent and Indent buttons are available on the ____ toolbar.
- a. Standard
 - b. WBS
 - c. Organization
 - d. Formatting
70. To insert a new task, you can right-click a task ID number, and then click ____.
- a. Add Task
 - b. Key Task
 - c. Task Value
 - d. New Task

Case-Based Critical Thinking Questions

Case 2-1

Kathy is having a difficult time understanding task dependencies, but in her new role as production manager, she will have to learn them in order to build production schedules for all of the projects that her team produces, so she turns to her colleague Amber for help. Amber suggests that the best way to teach Kathy is to give her some illustrative examples.

71. Amber's first example for Kathy is of a driveway after a snowfall; it needs first to be shoveled before the de-icer can be spread around to keep walkers from slipping. Of which kind of dependency is this an example?
- a. Start-to-Finish
 - b. Start-to-Start
 - c. Finish-to-Finish
 - d. Finish-to-Start
72. The next example that Amber gives Kathy is that an oven must begin heating up before you begin the other steps of the recipe. Of which kind of dependency is this an example?
- a. Start-to-Finish
 - b. Start-to-Start
 - c. Finish-to-Finish
 - d. Finish-to-Start
73. The installation of the plumbing and electrical systems in a renovation project must be complete before the inspections can be complete. Of which kind of dependency is this an example, according to Amber?
- a. Start-to-Finish
 - c. Finish-to-Finish

- b. Start-to-Start
- d. Finish-to-Start

74. As a final example, Amber asks Kathy to suppose that she is producing a new theatrical performance. She might start selling tickets for the performances while the show is being rehearsed, but she doesn't want to stop selling tickets until the show is ready to go on. If the show is not ready, she can keep selling tickets, but when the show is ready to go on, the ticket windows closes, and that task can finish. Of which kind of dependency is this an example?
- a. Start-to-Finish
 - b. Start-to-Start
 - c. Finish-to-Finish
 - d. Finish-to-Start
75. In order to clarify the key terminology in the concept of task dependencies, Amber calls upon the examples she has provided to explain what a predecessor task is. Which of the following is an example of a predecessor task?
- a. heating up the oven
 - b. spreading the de-icer
 - c. inspecting the renovation project
 - d. selling the tickets to the performance

Case-Based Critical Thinking Questions

Case 2-2

You have built your first schedule but your supervisor wants you to make some changes to it, adding some padding in some places and tightening things up in other places. This requires you to familiarize yourself with the concepts of lead and lag time.

76. In your schedule, you have a step for photo research and a second step for design layout. The two steps are in an FS relationship to one another, but your supervisor tells you that the layout can begin before all of the photo research is done. Which of the following will accomplish this?
- a. adding a lead time of -50%
 - b. removing a lead time of 50%
 - c. adding a lead time of 50%
 - d. adding a lag time of 50%
77. The design staff has just gone through a punishingly hard project and your supervisor thinks they need a little breather before the next project begins. Which of the following will accomplish this?
- a. adding a lag time of -25%
 - b. removing a lag time of 25%
 - c. adding a lead time of 25%
 - d. adding a lag time of 25%
78. What is the opposite of lead time?
- a. negative lag time
 - b. positive lag time
 - c. positive lead time
 - d. Either A or B
79. What does your supervisor tell you is another term for negative lag time?
- a. start time
 - b. positive lag time
 - c. advance time
 - d. lead time
80. You have added positive lag to a task dependency between two tasks in an FS relationship. Which of the following can you expect to happen?
- a. The Start date of the first task moves forward in time.
 - b. The Start date of the second task moves forward in time.
 - c. The Finish date of the second task moves forward in time.
 - d. The Finish date of the first task moves forward in time.

COMPLETION

1. A(n) _____ is a restriction on the project.
2. Project 2007 calculates a project's Finish date based on the tasks, durations, and dependencies between the tasks entered into the project file using _____ start dates for each task.
3. The _____ calendar specifies that Monday through Friday are working days with 8 hours of work completed each day.
4. The project calendar is also called the _____ calendar.
5. _____ time is the hours of a 24-hour day that are not specified as working time.
6. An individual _____ calendar can be created for any task that does not follow the working and nonworking times specified by the project calendar.
7. An individual _____ calendar can be created for a resource that does not follow the working and nonworking times specified by the project calendar.
8. The _____ cell is the cell that you are editing.
9. Four task _____ define the relationships between tasks in a project.
10. When no dependencies are defined, all tasks start on the project _____ date in as soon as possible scheduling.
11. The first task described in a task dependency is called the _____ task.
12. The second task described in a task dependency is called the _____ task.
13. The _____ consists of the tasks that must be completed with the given schedule dates in order for the overall project to be completed in the shortest amount of time.
14. _____ is the amount of time by which an activity may be delayed from its scheduled Start date without the delay setting back the entire project.

15. _____ is the amount of time by which an activity may be delayed without delaying the early start of any immediately following tasks.
16. In order to use a WBS in Project 2007, you must organize tasks into _____ tasks.
17. Planning a project by starting with broad categories of tasks is called the _____ method of creating a WBS.
18. Listing all of the individual tasks and then collecting them into logical groupings is known as the _____ method of creating a WBS.
19. _____ moves a summary task to the left.
20. _____ moves a summary task to the right.

MATCHING

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

- | | |
|----------------|---------------|
| a. predecessor | g. free slack |
| b. successor | h. slack |
| c. SS | i. top-down |
| d. FS | j. bottom-up |
| e. FF | k. outdenting |
| f. SF | l. indenting |
1. The second task described in a dependency type
 2. The first task described in a dependency type
 3. Dependency type in which task 1 must start before task 2 can finish
 4. Dependency type in which task 1 must finish before task 2 can start
 5. Dependency type in which task 1 must finish before task 2 can finish
 6. Amount of time by which an activity may be delayed from its scheduled Start date without the delay setting back the entire project
 7. Amount of time by which an activity may be delayed without delaying the early start of any immediately following tasks
 8. Dependency type in which task 1 must start before task 2 can start
 9. Moves a task to a lower level in the WBS
 10. Moves a task to a higher level in the WBS
 11. Method of creating a WBS that starts with broad categories of tasks
 12. Method of creating a WBS that starts with lists of individual tasks